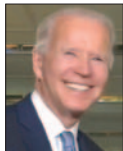


FACES

'Tiger King' star among odd celebrity options on Cameo app

Page 39



NATION

Democrats formally nominate Joe Biden as presidential candidate

Page 6



INDY 500

Kanaan hopes for one more farewell tour next season

Back page

Stars and Stripes Military Spouse Entrepreneur Guide 2020 » Page 13

STARS AND STRIPES®

stripes.com

Volume 79, No. 89 ©SS 2020

THURSDAY, AUGUST 20, 2020

平成32年4月5日 第三種郵便物認可 日刊(土日除く)
発行所 星条旗新聞社 〒106-0032 東京都港区六本木7丁目23番17号 定価 ¥50

50¢/Free to Deployed Areas



Raman Lab

A 'cyborg' locust fitted with sensors to record its brain activity is seen at the Raman Lab at Washington University in St. Louis.

Bomb-sniffing BUGS

'Cyborg locusts' advancing under Navy-funded research

BY CHAD GARLAND
Stars and Stripes

Navy-funded researchers have discovered that a locust's sensitive "horns" can distinguish between the scents of TNT and other explosives — a development that could one day herald the deployment of bomb-sniffing, electronically augmented bug swarms.

The research by a team from Washington University in St. Louis, published this month in the science journal "Biosensors and Bioelectronics: X," is the first proof-of-concept for a system that aims to tap into the antennae and brainpower of garden-variety bugs to create an advanced bomb detection sensor.

The work is funded by two Office of Naval Research grants totaling more than \$1.1 million, and biomedical engineering professor Barani Raman believes it has the potential to produce a bio-robotic sniffer that would be leaps ahead of entirely man-made "electronic noses."

SEE BUGS ON PAGE 4

AFRICOM is monitoring Mali situation following coup

BY CHAD GARLAND
Stars and Stripes

All U.S. service members in Mali were safe and accounted for, U.S. Africa Command said the day after Malian soldiers seized the country's president and forced his resignation.

"We will continue to monitor this situation as it develops," Nicole D. Kirschmann, AFRICOM's spokeswoman for West Africa, said Wednesday. "The United States strongly condemns the ongoing mutiny and any attempts at a military seizure of power."

AFRICOM declined to say how many U.S. troops are in Mali, citing security concerns. Pentagon data from June showed there were 22 active-duty personnel there and that most were Marines, likely a security detachment at the U.S. Embassy in the Malian capital of Bamako.

Since the September 2012 attacks on U.S. facilities during unrest in Benghazi, the State Department and the Pentagon have formed forces to respond to crises on the continent that might threaten American lives.

One is the East Africa Response Force, based out of Camp Lemonnier, Djibouti. Another, the Special Marine Air Ground Task Force-Crisis Response-Africa Command, based in Moron Air Base in Spain, was pictured rehearsing reinforcement of the U.S. Embassy in Mali last year.

AFRICOM and State Department officials declined to say whether additional troops would be deployed to the region.

The U.S. has for years aided counterterrorism operations in Mali. During a visit last year to Bamako, part of a trip that included stops in neighboring Burkina Faso and Niger, AFRICOM boss Gen. Stephen Townsend said the U.S. military was focused on helping secure the country.

"We believe strongly in our

SEE MALI ON PAGE 3

MILITARY



CHRISTOPHER GORDON/U.S. Navy

The U.S. Navy Flight Demonstration Squadron, the Blue Angels, C-130 pilots and crew arrive at Naval Air Station Pensacola with the team's new C-130J Super Hercules. 2020 marks the team's 50th year utilizing the C-130 as its lead logistics aircraft. The Blue Angels' previous C-130 "T" model was retired in May 2019.

New 'Fat Albert' comes home to Florida

By JAKE NEWBY
Pensacola News Journal

PENSACOLA, Fla. — When U.S. Marine Corps Capt. Rick Rose took the new C-130 J Super Hercules "Fat Albert" model into the skies of Cambridge, England, for its first check flight July 20, the pilot said he was quite simply blown away.

Fourteen months of work put into prepping the new "Bert" for its second life as a logistical support and flight demonstration aircraft was executed to perfection, Rose said, something he recognized quickly after bringing up the wheels.

"One of the most successful, functional check flights I've ever done," Rose told the News Journal. "I was the functional check pilot for the aircraft and I've picked up more than a few planes for different levels of maintenance to do check flights with, but when I picked this plane up, I couldn't believe how well it ran from the start. Incredible plane, incredible aircraft. It works flawlessly."

The Blue Angels purchased what is now the new Fat Albert from the British Royal Air Force in June 2019. Countless organizations — from NAVAIR PM207 to Lockheed Martin to Marshall, the contract company that specializes in C-130 engineering projects — have had a hand in getting Bert to full functionality.

The aircraft, which had been at Fort Worth, Texas, arrived in Pensacola on Monday.

Features of the new C-130 J Super Hercules

Pensacola News Journal

The new Super Hercules is tagging out the now-retired C-130T Fat Albert, which had flown with the Blues for 17 years and accumulated more than 30,000 flight hours.

U.S. Marine Corps Capt. Rick Rose broke down some of the performance and cosmetic differences of the two models, starting with the much-discussed new paint job.

■ **Paint job:** "We kind of wanted to go with something different so you could tell it was a different aircraft, a newer aircraft," Rose said, about the paint scheme.

The new Bert has yellow tips on the wings, two stripes down the side and a new white tail drop on top.

"They stripped this plane down and went from the nose of the aircraft all the way to the tail and took apart everything on this plane," Rose explained. "Took the wings off, stripped off the paint and went through it, bolt by bolt, to make sure everything looks good, and then put it back together."

Check flights were conducted July 20 and 28, paving the way for Fat Albert's Aug. 4 transport flight to the U.S. Bert was

"It's definitely different from the older models, and also, it goes along with the jets a little bit more," he said. "It matches them."

■ **Six-bladed propeller:** "Those new props provide up to 20% more thrust compared to the old models," Rose said. "That's one of the biggest upgrades on the plane. You can definitely tell when we fly that plane, and when we were testing it out in England. It wants to go flying. It doesn't take up a whole lot of runway but comparing the performance between the two, it flies like a whole 'nother aircraft, really."

■ **Rolls Royce engine:** Replacing the former Allison-powered engine of past models is the C-130J's new Rolls Royce AE-2100 engines.

"Those are what the fleet Marine Corps uses in their J models," Rose said. "The engine and the props provide a huge amount of performance difference."

■ **Internal heads-up display:** As opposed to the old T model, which forced pilots to look down through the front window, the new Fat Albert's heads-up display makes for a more convenient flying experience, the pilots' eyes don't need to refocus to look at the outside of the aircraft rather than looking down at their instrumentation.

"The heads-up display is kind of like a projector that provides everything on a piece of glass right in front of your face," Rose said. "All of the information is right there in front of your face. So that'll help a lot in the long run, especially when it comes time to do the demos."

■ **All-glass cockpit:** All instrumentation for the pilots is on glass screens. The old steam dials that were in the T model are gone, Rose said.

"Another great upgrade," he said. "It kind of goes along with modern aviation with normal cockpits nowadays."

at Naval Air Station Joint Reserve Base Fort Worth in Texas to undergo a cyclical engine inspection that must take place every 840 days.

Fat Albert's eight-person Marine Corps crew also spent time in Fort Worth to learn from some of the best in the business as the Bert crew prepared to permanently take the reins of the aircraft heading into the 2021 Blue Angels air show season and beyond.

"We're still working on getting our full complement of Marines to be on their own within the Blue Angels, and to be able to maintain this aircraft properly," Rose said. "We have an incredible maintenance crew, but they're still working through their qualifications right now to make sure they are safe for flight and that they can work on the plane themselves."

Mali: President resigns 3 years before end of his term to avoid bloodshed

FROM FRONT PAGE

partnership and look forward to strengthening our cooperation to help Mali bring security and stability to their citizens and the region," Townsend was quoted saying in a State Department statement.

But U.S. military assistance has been minimal since a coup in 2012, the Congressional Research Service said in a report last August. U.S. law restricts certain types of government-to-government military, economic and development assistance to a country where the military deposes a democratically elected leader, at least until a new elected government is in place.

The Sahel region has seen a nearly sevenfold increase in violent incidents linked to the al-Qaida affiliated Jama'at Nasr

al-Islam wa Muslimin and the Islamic State in the Greater Sahara, DOD's Africa Center for Strategic Studies found in a review of data published last month.

Of the 999 attacks in the region in the 12-month period ending June 30, 361 occurred in Mali, second to Burkina Faso's count of 516, it said.

About twice the size of Texas and home to about 18 million people, Mali also hosts a United Nations peacekeeping mission of more than 15,500 troops there to support a 2015 accord between the government and two rival armed groups in the north. The U.S. provided hundreds of millions of dollars for that mission, the CRS report said.

In a security alert Tuesday, the U.S. Embassy told Americans in Mali to shelter in place if they could, citing reports of gunfire

and unrest. Consular services were suspended, it said.

Following months of protests demanding President Ibrahim Boubacar Keita's removal, soldiers took him and other high-ranking officials into custody. Keita resigned on national television just before midnight, three years before his term in office was due to end, saying he was seeking to avoid bloodshed.

"We are following with concern the development of the situation today in #Mali," J. Peter Pham, the U.S. Special Envoy to the Sahel, said on Twitter amid reports of the upheaval. "The #USA oppose any extra-constitutional change of government, whether by those on the streets or by the defense and security forces."

garland.chad@stripes.com
Twitter: @chadgarland



BABA AHMED/AP

Security forces ride in a truck in the capital Bamako, Mali, on Wednesday. The Malian soldiers who forced President Ibrahim Boubacar Keita to resign in a coup promised to organize new elections after their takeover was condemned by the international community.

MILITARY

Lawsuit: Towing firm sold deployed Marine's car

By JENNIFER H. SVAN
Stars and Stripes

A Florida towing company that sold a Marine's car while she was serving overseas is being sued by the Justice Department for violating her civil rights.

Prosecutors allege that Target Recovery Towing Inc. and Target Recovery & Transport Inc. of Tampa violated a federal law that protects service members from having their property sold "during any period of military service ... and for 90 days thereafter"

without the seller first obtaining a court order.

The towing company sold the 2011 Nissan Versa that then-Sgt. Jennifer Ko, who now goes by Jennifer Wilbur, left with her sister in Florida when she deployed to Okinawa in 2017 for about two years, according to the lawsuit filed Tuesday.

Lawyers for the towing company argued it had "no way of knowing that the subject vehicle ... was owned by an active duty service member," the complaint said.

But inside the car were documents showing Ko's military status, the complaint said. And after towing the vehicle in March 2018, Target Recovery sent a letter to Ko at her unit, Combat Logistics Battalion 15 based at Camp Pendleton, Calif., advising her of their intent to sell the vehicle, it said.

The letter was returned to them in May 2018 marked "addressee unknown." Less than a week later, "despite having ample evidence that Sgt. Ko was an active duty service member, the

Target Defendants auctioned off her 2011 Nissan Versa without first obtaining a court order," the complaint said.

Ko, who was honorably discharged this year, appeared to have been unaware that her car had been sold and continued to make monthly payments on it while she was overseas. She returned to the U.S. in early 2019.

"Imagine returning home after honorably serving your country only to find that your sole means of transportation and its contents

are gone and lost to you forever as a result of a towing company's callous disregard of the law," U.S. Assistant Attorney General Eric Dreiband said in a statement.

The lawsuit seeks financial compensation for Ko and unspecified civil penalties against the towing company, which it said had a practice of not seeking court orders before selling off service members' property and has been inactive since the fall 2018.

svan.jennifer@stripes.com
Twitter: @stripesstown



RAHMAT GUL/AP

Afghans celebrate Independence Day

Afghans cover their cars with Afghanistan's national flag during Independence Day celebrations in Kabul on Tuesday. Several mortar shells slammed into various parts of Kabul on Tuesday morning amid new uncertainties over the start of talks between the Taliban and the Kabul government.

Afghan officials: Attacks kill 5

Associated Press

KABUL, Afghanistan — Bomb attacks in Kabul and in northern Afghanistan, as well as an ambush in the country's south killed at least five people on Wednesday and wounded 15, officials said.

Two sticky bombs targeted government employees in the Afghan capital, killing two people, including a police officer, and wounding two others, police said.

Meanwhile in Puli Khumri, the capital of northern Baghlan province, a bomb targeted a vehicle belonging to the provincial intelligence department, killing two service members and wounding 11 people, including both military and civilians, said Nazir Najem, the provincial governor's spokesman.

In southern Uruzgan province, gunmen ambushed the vehicle of the intelligence chief in the city of Tirin Kot, killing him and wounding two other service members, said Zelig Ebad, the spokesman for the provincial governor.

No one immediately claimed responsibility for the attacks.

Taliban spokesman Zabullah Mujahid said he was not aware of the explosions in Kabul.

Meanwhile, Islamic State claimed responsibility for a mortar attack the previous day in Kabul that killed three people and wounded at least 16.

Iran denies Taliban were paid bounties to target US troops

Associated Press

TEHRAN, Iran — Iran on Tuesday denied reports it paid Taliban fighters to target U.S. forces and allies in Afghanistan.

In a statement carried by Iranian media, Foreign Ministry spokesman Saeed Khatibzadeh called the claims "entirely false" and said the U.S. tries to hide its "miscalculations" in Afghanistan by resorting to propaganda.

On Monday, media reports said U.S. intelligence agencies assessed that Iran offered bounties to Taliban fighters for targeting American and coalition troops in Afghanistan.

Iran sees the U.S. forces' presence in neighboring Afghanistan and Iraq as a threat and routinely calls for their departure.

Bugs: Study finds locusts can distinguish between explosives, sense where they originated

FROM FRONT PAGE

Locusts, which differ from ordinary grasshoppers in their tendency to swarm — sometimes in biblical proportions — have had about 250 million years to refine their sensory organs. A single antenna, or horn, has 50,000 neurons of some 50 different types, researchers say.

That makes for far more "perfected" and complex sensing organs than systems developed by engineers, said Raman, whose doctoral research focused on electronic noses. For the last four years, his lab has studied how those advanced biological sensors could be hijacked and coupled with modern computing power.

A critical question was whether the bugs could actually detect compounds that don't typically play a role in their lives — unlike, for example, the chemicals that give green leaves their scent, Raman said.

"What we did not know was, again, something like a TNT and DNT, which has no meaning to the insects, you would not expect them to have sensors for that," Raman said. "But it turns out ... the insects do have sensors for them and very exquisite sensors ... because they can pick up some of these odors at extremely low concentrations of parts per billion and below."

The new peer-reviewed study found that the tiny herbivores can not only distinguish between the vapors from explosives chemicals like TNT, DNT, RDX, PETN and ammonium nitrate, they can do so within a fraction of a second and can sense where the scent is coming from.

The American locusts used in the study appear to work better as bomb-sniffers than in a swarm. Data from a group of seven bugs gave accurate results about 80% of the time, compared to about 60% on average for lone bugs, the researchers found.

The study relied on techniques the researchers had previously developed to tap into the bugs'

brains and decode neural reactions to various stimuli. Bug brains are relatively simple, allowing for implants that record their electrical activity and algorithms that can be trained to figure out what they're smelling, Raman said.

While dogs' noses remain the gold standard for bomb detection, locusts offer several advantages: They're cheap, abundant and don't require expensive behavioral conditioning. Reading their neural activity also means that the bomb-detection capability isn't dependent on things like a dog's desire to please its handler, he said.

Another advantage locusts have is that they can carry relatively large loads. The research team is still developing other elements of the system, such as tiny "backpacks" to carry the electronics needed to record neural activity.

As part of the study, engineering professors Shantanu Chakrabarty and Srikanth Singamaneni helped improve the system for transmitting the locusts' brain activity.

The team also developed a new surgical procedure to attach electrodes to the brains so that the locusts could move and feed, while allowing sensory data to be recorded for up to a few days.

Those advancements mean the bugs can be transported once sealed up after surgery, Raman said.

They might one day be placed on a remote-controlled device and transported to collect readings.

The study was a "necessary step," Raman said, but more work will need to be done, to include taking the locusts out of a lab to see how they fare in the real world, with shifting winds, temperatures and other factors.

"When the rubber hits the road, we need more rigorous testing," he said.

garland.chad@stripes.com

Twitter: @chadgarland

PACIFIC

DODEA schools in S. Korea go all-virtual

By DAVE ORNAUER
Stars and Stripes

Defense Department schools in South Korea will reopen Monday with remote learning only, following the lead of U.S. Forces Korea, which recently reinstated a higher risk level for spread of the coronavirus, according to the school district superintendent.

Schools in the Department of Defense Education Activity-Pacific planned to start the new school year with some students in traditional classrooms, the choice of most students and parents, and virtual instruction.

However, the heightened risk level, in military terms a return to Health Protection Condition-Charlie, also means a switch to only virtual instruction at base schools for military families.

"In close coordination with our military leaders, we have determined that all DODEA Pacific West schools will begin the year in the remote setting," district Superintendent Jeff Arrington announced in a letter dated Tuesday.

Students' families should have information from school principals by Wednesday on signing out technology resources for home learning, how to access students' remote learning classrooms and teacher assignments and schedules.

"Please understand," Arrington wrote, "that first priority for laptop checkout will be reserved for students enrolled in the Virtual School and students with no access to compatible technology to access remote learning."

Students who opted for virtual

school as their primary means of instruction this school year were assigned virtual classrooms with dedicated teachers.

The switch to online classrooms means the remaining students will receive remote instruction from the teachers they expected to see in brick-and-mortar classrooms.

Following a recent surge in coronavirus cases in South Korea, USFK returned to condition Charlie on Monday after just one week in the lower condition Bravo. The change also brings tighter restrictions on travel and activities. DODEA-Korea schools closed Feb. 23 due to rising concerns about the coronavirus, with students in remote instruction through the end of last school year, except for a few days in late May.

Teachers returned to work on Monday to set up their classrooms for an eventual transition back to brick-and-mortar schools when conditions improve, the letter said. They are also being trained on coronavirus medical protocols and mitigation strategies. Grab-and-go lunches will be available in school cafeterias from 10 a.m. to 11:30 a.m. starting Monday and breakfast and lunch from 8 a.m. to 11:30 a.m. beginning Aug. 31 at Humphreys' Central and West elementary schools and Osan and Daegu middle-high schools.

"In order to pick up meals, families will be asked to wear appropriate face coverings and adhere to social-distancing guidelines," Arrington's letter stated. The grab-and-go meal program is available to students participating in the free- and reduced-meal

program.

The letter also included links to Pacific West's Parent University site: <https://sites.google.com/student.dodea.edu/pacificwest-parentuniversity/home>, general information about school opening and frequently asked questions: <https://sites.google.com/student.dodea.edu/pwdroopen/home> and DODEA-Pacific's return to brick-and-mortar school plan: <https://www.dodea.edu/Pacific/return-to-school.cfm> with accompanying information about mitigation strategies.

"We appreciate your partnership, flexibility and support as we work together to provide all students with continuity in education during these unprecedented times," Arrington's letter said.

ornaauer.dave@stripes.com
Twitter@daveornaauer

USS Mustin makes Navy's 10th trip through Taiwan Strait this year

By CAITLIN DOORNBOS
Stars and Stripes

YOKOSUKA NAVAL BASE, Japan — The guided-missile destroyer USS Mustin steamed through the Taiwan Strait on Tuesday, the 10th such passage by the U.S. Navy this year, the most in a single year since 2016, according to the Navy.

The Mustin cruised southwest through the strait from the East China Sea to the South China Sea on a "routine transit," according to a U.S. Pacific Fleet statement on Wednesday. The strait, about 110 miles wide, separates the island of Taiwan from China.

"The transit demonstrates the U.S. commitment to a free and open Indo-Pacific," according to the fleet statement. "U.S. 7th Fleet conducts forward-deployed naval operations in support of U.S. national interests in the Indo-Pacific area of operations."

The number of Navy trips through the strait has escalated along with tensions between the U.S. and China in the South and East China seas.

The U.S. sent warships through the strait nine times last year and three times in 2018, according to figures provided earlier this year by Pacific Fleet spokeswoman Lt. j.g. Rachel McMarr. In 2016, the Navy made 12 transits through the strait, according to McMarr.

The U.S. this year has also held carrier drills, conducted bomber overflights and sent its ships cruising past disputed islands and reefs in the region.

China typically objects to the Navy's presence and trips through the strait. It asserts sovereignty over those waters and over Taiwan, a self-governing island with its own elected government.

The U.S. regards the strait as international waters and acknowledges China's claim to Taiwan under its "One China" policy but views the island's status as unsettled. Taiwan split from mainland China in 1949.

Zhao Lijian, spokesman for China's Foreign Affairs Ministry, at a press briefing on Tuesday said: "There is only one China in the world and Taiwan is an inalien-



COBY BEAN/U.S. Navy

Seaman Zachery Douglas, of Dansville, N.Y., scans the Taiwan Strait from the bridge of the guided-missile destroyer USS Mustin on Tuesday.

able part of China," according to a translated transcript. He did not mention the transit.

On Friday, Lijian, in response to a question from Japan's Kyodo News, said the Chinese military recently held "consecutive, realistic drills in the Taiwan Straits and its northern and southern

ends," without giving a specific date.

He said that "a certain major country" is sending "seriously wrong signals to 'Taiwan independence' forces" that "severely threatened peace and stability across the Taiwan Straits."

U.S. Secretary of Health and

Human Services Alex Azar visited Taiwan one week ago, the highest-ranking U.S. official to do so since 1979. He used the visit to criticize China's handling of the coronavirus outbreak.

doornbos.caitlin@stripes.com
Twitter: @CaitlinDoorNBos

Tokyo's own Harry Potter theme park slated to open in 2023

By HANA KUSUMOTO
Stars and Stripes

TOKYO — A theme park based on the Harry Potter films is scheduled to open in Tokyo in 2023, companies developing the park announced Monday.

Warner Bros. Studio Tours, Warner Bros. Japan, Seibu Railway Co., Itochu Corp. and Fuyo General Lease Co. concluded an agreement Monday to develop

"Warner Bros. Studio Tour Tokyo — The Making of Harry Potter" at a site in northern Tokyo in Nerima-ku, the companies stated in a news release.

The site is now occupied by the Toshimaen amusement park, which will close this month after 94 years.

It's replacement will be a 323,000-square-foot indoor park offering a "new type of experien-

tial entertainment in Japan," the release stated.

According to the plan, Studio Tours Tokyo will offer special features based on the Harry Potter and Fantastic Beasts films. Visitors will be able to explore the movie sets that were designed and built by the creators of the Harry Potter series and see original costumes and props.

Studio Tour Tokyo will be the

second facility of its kind in the world, according to the news release. The Harry Potter studio tour in London has attracted more than 14 million visitors since it opened in 2012.

Studio Tour Tokyo will offer "fans of all ages a unique way to get closer to the films and truly immerse themselves in the Wizarding World," stated Warner Bros. chairman and CEO Ann

Sarnoff.

Toshimaen covers 54 acres with rides and pools, Kyodo News reported. The new theme park will be developed on part of the site; the rest will be turned into a public park by Tokyo Metropolitan Government to be used as an emergency shelter in case of disaster.

kusumoto.hana@stripes.com
Twitter: @HanaKusumoto

NATION

Biden hopeful as Dems' nominee

Party formally picks former VP to try to oust incumbent Trump

Associated Press

WILMINGTON, Del. — Democrats formally nominated Joe Biden as their presidential candidate, with party elders, a new generation of politicians and voters in every state joining in an extraordinary, pandemic-cramped virtual convention to send him into the general election campaign to oust President Donald Trump.

For someone who has spent more than three decades eyeing the presidency, the moment Tuesday night was the realization of a long-sought goal. But it occurred in a way that the 77-year-old Biden couldn't have imagined just months ago as the coronavirus pandemic prompted prompted change across the country and in his presidential campaign.

Instead of a Milwaukee convention hall as initially planned, the roll call of convention delegates played out in a combination of live and recorded video feeds from American landmarks packed with meaning: Alabama's Edmund Pettus Bridge, the headwaters of the Mississippi River, a Puerto Rican community still recovering from a hurricane and Washington, D.C.'s Black Lives Matter Plaza.

Biden celebrated his new status as the Democratic nominee alongside his wife and grandchildren in a Delaware school library. His wife of more than 40 years, Jill Biden, later spoke of her husband in deeply personal terms, reintroducing the lifelong politician as a man of deep empathy, faith and resilience to American voters less than three months before votes are counted.

"There are times when I couldn't imagine how he did it — how he put one foot in front of the other and kept going," she said. "But I've always understood why he did it. He does it for you."

Speaking Wednesday on NBC's "Today" show, Jill Biden said her husband is up for the job of president and called a Trump campaign ad questioning his mental fitness "ridiculous."

"Joe" on the phone every single minute of the day talking to governors who are calling him and Nancy Pelosi. He's on the Zoom. He's doing fundraisers. He's doing briefings," she said. "I mean he doesn't stop from 9 in the morning till 11 at night. That's ridiculous."

The convention's most highly anticipated moments will unfold on the next two nights. Kamala Harris will accept her nomination as Biden's running mate on Wednesday, the first Black woman to join a major party

ticket. Former President Barack Obama will also speak as part of his stepped-up efforts to defeat his successor.

Biden will deliver his acceptance speech Thursday night in a mostly empty convention hall near his Delaware home.

Biden used the second night of the four-day convention to feature a mix of party elders, Republican as well as Democratic, to make the case that he has the experience and energy to repair chaos that Trump has created at home and abroad.

Former President Bill Clinton and former Secretary of State John Kerry — and former Republican Secretary of State Colin Powell — were among the heavy hitters on a schedule that emphasized a simple theme: Leadership matters. Former President Jimmy Carter, now 95 years old, also made a brief appearance.

Some of them delivered attacks against Trump that were unusually personal, all in an effort to establish Biden as the competent, moral counter to the Republican president.

"Donald Trump inherited a growing economy and a more peaceful world," Kerry said. "And like everything else he inherited, he bankrupted it. When this president goes overseas it isn't a good-will mission. It's a blooper reel."

Clinton said Trump's Oval Office is a place of chaos, not a command center.

"If you want a president who defines the job as spending hours a day watching TV and zapping people on social media, he's your man," Clinton said.

For his part, Trump spent Tuesday courting battleground voters in an effort to distract from Biden's convention. Appearing in Arizona near the Mexican border during the day, the Republican president claimed a Biden presidency would trigger "a flood of illegal immigration like the world has never seen."

Such divisive rhetoric, which is not supported by Biden's positions, has become a hallmark of Trump's presidency, which has inflamed tensions at home and alienated allies around the world.

Biden has the support of a sprawling political coalition,

"In a democracy, we do not elect saviors. We cast our ballots for those who see our struggles and pledge to serve."

Stacey Abrams

former Georgia lawmaker, addressing the Democratic National Convention on Tuesday



BRIAN SNYDER, POOL/AP

Former Vice President Joe Biden, with his wife, Jill Biden, and his grandchildren at his side, after winning the votes to become the Democratic Party's 2020 nominee for president, during the second night of the virtual 2020 Democratic National Convention on Tuesday.

as demonstrated again during Tuesday's convention, although neither history nor enthusiasm is on his side.

Just one incumbent president has been defeated since 1992, George H.W. Bush. And Biden's supporters consistently report that they're motivated more by opposition to Trump than excitement about Biden.

A collection of younger Democrats, including former Georgia lawmaker Stacey Abrams and New York Rep. Alexandria Ocasio-Cortez, were given a few minutes to shine. But overall, there was little room on Tuesday's program for the younger stars of the party's far-left wing.

"In a democracy, we do not elect saviors. We cast our ballots for those who see our struggles and pledge to serve," said Abrams, 46, who emerged as a national player during her unsuccessful bid for governor in 2018 and was among those considered to be Biden's running mate.

For a second night, the Democrats featured Republicans.

Powell, who served as secretary of state under George W. Bush and appeared at multiple Republican conventions in years past, endorsed the Democratic candidate. He joined the wife of the late Arizona Sen. John McCain, Cindy McCain, who stopped short of a formal endorsement but spoke in a video of the mutual re-



DEMOCRATIC NATIONAL CONVENTION/AP

Reuben Gill, of Missouri, speaks during the state roll call vote on second night of the Democratic National Convention on Tuesday.

spect and friendship her husband and Biden shared.

While there have been individual members of the opposing party featured at presidential conventions before, a half-dozen Republicans, including a former two-term governor of Ohio, have now spoken for Democrat Biden.

The Democrats' party elders played a prominent role throughout the night.

Clinton, who turns 74 on Tuesday, hasn't held office in two decades. Kerry, 76, was the Democratic presidential nominee back in 2004 when the youngest voters this fall were still in diapers. And Carter left office in 1981.

Biden's team did not give the night's coveted keynote address to a single fresh face, preferring instead to pack the slot with more than a dozen Democrats in their 20s, 30s and 40s. The younger leaders included Abrams, Rep. Conor Lamb, D-Pa., and the president of the Navajo Nation, Jona-

than Nez.

It remains to be seen whether the unconventional convention will give Biden the momentum he's looking for.

Preliminary estimates show that television viewership for the first night of the virtual convention was down compared with the opening of Hillary Clinton's on-site nominating party four years ago.

An estimated 18.7 million people watched coverage between 10 and 11 p.m. on ABC, CBS, NBC, CNN, Fox News Channel and MSNBC, the Nielsen company said. Four years ago, the opening night drew just under 26 million viewers.

Biden's campaign said an additional 10.2 million streamed the convention online Monday night.

"We are producing a digital convention, and people are watching," Biden spokesman T.J. Ducklo tweeted.

NATION

San Francisco blanketed in smoke as wildfires rage

Associated Press

SAN FRANCISCO — Thousands of people were under orders to evacuate in regions surrounding the San Francisco Bay Area Wednesday as some 30 wildfires blazed across the state amid a blistering heat wave now in its second week. Smoke blanketed the city of San Francisco.

"Throughout the state of California right now, we are stretched thin for crews" because of the fires, said Will Powers, a state fire spokesman. "Air resources have been stretched thin throughout the whole state."

Police and firefighters went door-to-door early Wednesday

in a frantic scramble to warn residents to evacuate as fire encroached on Vacaville, a city of about 100,000 that lies between San Francisco and Sacramento.

Television footage showed some homes in flames and thick ash dropping in a rural area near Interstate 80 as the fire appeared to head toward more densely populated areas.

Diane Bustos told KPIX-TV that she and her husband tried to drive out, but their vehicle caught fire and they had to flee on foot.

"I got all these flames on me and I lost my shoe, but I made it. God saved me," she said.

The California Department of Forestry and Fire Protection said

the blaze was exhibiting "extreme fire behavior" and challenging firefighters.

As part of the same fire complex, thousands of homes and businesses were threatened in the wine-growing counties of Napa and Sonoma in an area devastated by a series of deadly blazes in the last three years. At least seven fires were grouped together as one of two major Lightning Fires in Northern California, a nod to their origins just a day earlier.

Powers said much of the fire was burning through rural areas with steep terrain, making it difficult to get crews in.

In Napa County, Bill Bickett, 80, loaded up her three dogs in



NOAH BERGER/AP

Bill Nichols, 84, works to save his home as the LNU Lightning Complex fires tear through Vacaville, Calif., on Wednesday.

a truck to evacuate as the fire burned behind houses across the road, the San Francisco Chronicle reported.

"It's scary," she said. "It's overwhelming." Gov. Gavin Newsom ordered a state of emergency Tuesday.

Portland protesters set fire to county building

Associated Press

PORTLAND, Ore. — Protesters in Portland broke the windows of a county government building, sprayed lighter fluid inside and set a fire in a demonstration that started Tuesday night and ended Wednesday morning with clashes with police, officials said.

The fire at the Multnomah Building damaged the county government's office of community involvement, where Oregon's first gay marriage took place and where protective gear has been

distributed to try to prevent the spread of the coronavirus, said Multnomah County Chair Deborah Kaboury.

"This is the heart of our County, where people in our community come to get married, get their passports and celebrate their cultural traditions and diversity," she said in a statement.

Demonstrations that often turn violent have gripped Oregon's biggest city for more than two months following the police killing of George Floyd in Minneapolis.

Participants have repeatedly broken into the offices of a police union headquarters building and last month clashed for weeks with federal agents dispatched to protect a U.S. courthouse targeted by protesters.

Portland officers late Tuesday declared a riot outside the county building after demonstrators started fires in dumpsters, used rocks to smash first floor windows and tossed burning material inside that set the fire that set off fire alarms and the building's sprinkler system, police said in a

statement early Wednesday.

The riot declaration allows officers to use crowd control methods such as tear gas or flash bang devices. Police said in their statement that some unspecified "crowd control munitions" were used to disperse the crowd, but that officers did not use tear gas.

Two protesters were arrested and one police officer suffered minor injuries in scuffles as police broke up the demonstration, the statement said.

She asked residents to support the community involvement of-

fice, adding that "there is grave injustice in our world and there is a violent and tragic history of oppression in our County. I am committed to transformational change."

"In such a difficult, uncertain time, our community needs all of us to work together," Kaboury added.

Police on Tuesday also identified a suspect accused of punching and kicking a man to the ground after he crashed his pickup truck on a sidewalk near ongoing demonstrations.

Ex-Navy pilot ousts House incumbent in Florida GOP primary

Associated Press

TALLAHASSEE, Fla. — Former Navy pilot Scott Franklin has ousted Rep. Ross Spano, making the Florida congressman dogged by ethics investigations the eighth incumbent House member to lose in party primaries this year.

Tuesday's contests were shaped by the coronavirus pandemic, with more than 2.2 million people casting mail-in ballots as of Tuesday morning and still more coming in through the day.

That compares to fewer than 1.3 million in the 2016 primary. Unlike 2016, when there were primaries for U.S. Senate that

helped drive up turnout, there were no statewide races on the August 2020 ballot.

This year has also been tough on House incumbents. The eight defeats double 2018's total and are the most since 1974 to lose in a year when the nation's congressional districts hadn't just been redrawn to reflect a new census, which happens every 10 years.

The U.S. Department of Justice is investigating Spano for alleged campaign finance violations. The House Ethics Committee was looking into allegations that Spano borrowed more than \$100,000 from two friends and then loaned the money to his campaign. But

it paused the review when the criminal investigation began.

"Politically, ideologically we're pretty close on the issues, but with the ethics and the investigations hanging over him, it just really made the seat vulnerable, and that was my concern," Franklin said. "This has been a conservative, strong conservative seat, for decades and I was fearful of that seat being flipped in November."

The district sits east of Tampa in central Florida and has traditionally voted Republican. Franklin, a businessman and Lakeland city commissioner, now faces Democrat Alan Cohn, a former television journalist who had

raised about \$600,000 for the race as of July 29.

In north Florida, Kat Cammack won a crowded GOP primary to replace her former boss, outgoing Republican U.S. Rep. Ted Yoho.

Cammack, 32, owns a political consulting firm and previously served as Yoho's deputy chief of staff and his former campaign manager. She prominently featured her connection to Yoho during the campaign.

Cammack beat a Republican field of 10 candidates in the firmly Republican district that runs from Ocala to just south of Jacksonville.

Florida will also elect a new

member of Congress in a strongly GOP district in southwest Florida, where U.S. Rep. Francis Rooney is stepping down after two terms. Nine Republicans faced off in the primary to replace him in a race that was too close to call late Tuesday.

In a Palm Beach County congressional district, far right conservative Laura Loomer won the Republican primary to face Democratic U.S. Rep. Lois Frankel. The district is firmly Democratic, and Frankel has been a political fixture there for decades.

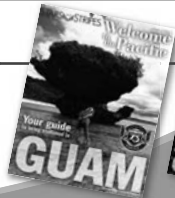
NEW TO THE PACIFIC?

Contact CustomerHelp@stripes.com to get your free copy of

Welcome to the Pacific magazine!

STARS AND STRIPES

Digital edition also available. Download online



VIRUS OUTBREAK

US military in Japan reports 12 new cases

By JOSEPH DITZLER
Stars and Stripes

TOKYO — The U.S. military in Japan reported 12 new coronavirus infections Wednesday, while cases in the capital city fell below 200 again for first time since Monday.

Tokyo reported 186 new cases for a total of 18,268, according to public broadcaster NHK. The seven-day moving average ticked up slightly Tuesday to 261.4 infections per day after falling from a peak of 346.3 on Aug. 5, data on the Tokyo Metropolitan Government website shows.

The metro government continues to ask citizens to refrain from traveling outside the city, dining out at night and taking vacation far outside the area, "saying that the infection situation in the city is extremely severe and the utmost caution is required," according to NHK.

Central Tokyo, where infection rates are highest, is mostly off-limits to U.S. service members, Defense Department civilian employees and family members.

Yokosuka Naval Base, southwest of Tokyo, reported four new cases, all of them close contacts of another patient. Two other people tested negative for the virus and were released from quarantine, according to a post on the base Facebook page.

Yokosuka has 35 active cases and is one of two U.S. military commands near Tokyo under an elevated risk of the coronavirus spreading, also known as Health Protection Condition-Charlie. The other is U.S. Army Japan, headquartered at Camp Zama.



ANJUMI ISHIKAWA/Stars and Stripes

Commuters wear face masks as they traverse Shinjuku Station in central Tokyo in July. The U.S. military in Japan reported a dozen new coronavirus infections Wednesday, while Tokyo's case numbers hold steady.

Wednesday on Okinawa, the Marine Corps reported eight new coronavirus cases — five at Camp Courtney and two at Camp Hansen that tested positive either before leaving quarantine or as a close

contact of another infected individual, according to a Facebook post by Marine Corps Installations Pacific. The eighth case, a person at Camp Foster, was moved into isolation after testing positive for the

virus. Close contacts of that person were also isolated, according to the post.

Marine bases and Kadena Air Base on Okinawa are under condition Charlie with limits on travel, with trips off base or from off-base residences limited to essential services such as medical appointments, grocery shopping and bill paying, for example.

The U.S. military has reported 350 coronavirus cases on Okinawa since the pandemic began, 347 of them since July 1. Most of those stem from two cluster outbreaks in July at Marine Corps Air Station Futenma and Camp Hansen.

Okinawa prefecture reported a jump Wednesday to 71 new cases, up from 33 the previous day due to a doubling in the number of tests administered, a prefectural public health official told Stars and Stripes by phone. Between 7% and 9% test positive, the official said.

"As more people get tested, more new cases will be reported," the official said. "We are not out of the woods yet."

Japanese government spokespersons traditionally speak on condition of anonymity as a condition of their employment.

Seven people on Okinawa have died since July and another 684 patients have recovered as of noon Tuesday, according to the prefecture. Fourteen are hospitalized in critical condition and 93 are in moderate condition.

Stars and Stripes reporters Matthew M. Burke, Ayza Ichihashi, Hana Kusumoto and Caitlin Doornbos contributed to this report.
Ditzler: joseph@stars.com
Twitter: @JosephDitzler

Iran tops 20K deaths from virus

Associated Press

TEHRAN, Iran — Iran surpassed 20,000 confirmed deaths from the coronavirus on Wednesday, the health ministry said — the highest death toll for any Middle East country so far in the pandemic.

The announcement came as the Islamic Republic, which has been struggling with both the region's largest outbreak and the highest number of fatalities, went ahead with university entrance exams for over 1 million students. Iran is also preparing for mass Shiite commemorations later this month.

Iran suffered the region's first major outbreak, seeing top officials, health officials and religious leaders in its Shiite theocracy stricken with the virus. It has since struggled to contain the spread of the virus across this nation of 80 million people, initially beating it back only to see it spike again beginning in June.

Still, international experts remain suspicious of Iran's case counts. Even researchers in the Iranian parliament in April suggested the death toll is likely nearly double the officially reported figures, due to undercounting and because not everyone with breathing problems has been tested for



VAHID SALEMI/AP

Nurses tend to COVID-19 patients at the Shohadaye Tajrish Hospital in Tehran, Iran, in June. Iran surpassed 20,000 confirmed deaths

the virus.

On Wednesday, Iran reported over 350,200 confirmed cases, with 20,125 deaths, Health Ministry spokeswoman Sima Sadat Lari said.

Meanwhile, some 1.4 million Iranian students began taking their hours-long university entrance exams, which typically see large groups of applicants sitting for the exam in big testing centers. Each applicant usually remains in the testing center for nearly four hours.

Then later this month, Iran will mark the Ashoura, a major Shiite commemoration mourning the 7th century death of Prophet Muhammad's grandson Hussein, one of Shiite Islam's most beloved saints.

On Monday, a society of clerics said the Ashoura should go on "under any circumstances," while

still demanding that participants follow health guidance measures.

Meanwhile, the United Arab Emirates reported its highest daily case numbers in over a month, saying Wednesday its mass-testing program had found 435 new cases. So far, the federation of sheikdoms that is home to Abu Dhabi and Dubai has seen over 65,000 cases, with 367 deaths.

That's even as Dubai has reopened for tourism and the Emirates plans to host the Indian Premier League beginning next month.

In a briefing Tuesday, Emirati Health and Prevention Minister Abdulrahman al-Owais blamed people who are not wearing masks and maintaining distance from each other at private parties and family functions for the rise in cases.

Majority of manufacturers' ventilators going unused

The Washington Post

SAN FRANCISCO — Months into a \$3 billion U.S. effort to manufacture tens of thousands of ventilators to stave off coronavirus deaths, the government stockpile is facing a glut.

General Motors and Ford by early May began delivering the first ventilators they scrambled to manufacture, in part compelled by President Donald Trump's invocation of the federal Defense Production Act. General Electric, Philips and other manufacturers' efforts have delivered more than 94,000 of them to the stockpile, and General Motors plans to soon hand over its business to a counterpart.

During the first weeks of the COVID-19 crisis in March, health officials panicked over an anticipated shortage of ventilators, breathing machines that were essential to help keep patients alive. But during the months it took for companies to develop their supply chains, test prototypes and train workers to build them, the approach to treating COVID-19 changed.

Now, unexpectedly, the vast majority of ventilators are going unused. The Department of Health and Human Services said it had handed out 15,057 ventilators by Friday, and there were 95,713 ventilators in the federal stockpile. Of those, 94,352 came from contracts

signed since the beginning of the pandemic.

"In the fog of war against the virus, we were trying to do our best to protect the health and safety of the American people," said Peter Navarro, White House trade adviser and Defense Production Act policy coordinator. "In this particular chess game, the best move was to make sure we had too many ventilators rather than too few." Navarro said that excess ventilators will be used to help other countries fighting the novel coronavirus, either as revenue-generating exports or as donations.

In April, doctors and other medical experts worried that the government's orders of ventilators would be too little, too late to meet the initial peak in cases in the spring. But the curve of infections has stretched out for longer than initially projected — and the treatment evolved.

The percentage of hospitalized patients put on ventilators has fallen, medical experts who spoke with The Washington Post said, and the projected ventilator need went from a third of hospitalized patients in the spring to less than one-fourth by August.

"I do think we're getting better in that we don't reflexively just have to put people on ventilators," said Anesh Adajia, an infectious-disease expert at the Johns Hopkins Center for Health Security.

VIRUS OUTBREAK ROUNDUP

University warns of expulsion for reckless behavior

Associated Press

KNOXVILLE, Tenn. — Students at the University of Tennessee at Knoxville could face punishments as stiff as expulsion if they are “irresponsible” in hosting big parties, if they won’t cooperate with COVID-19 contact tracing or if they don’t complete forms documenting their self-isolation, the chancellor said Tuesday.

The news comes as Tennessee school officials grapple with identifying and publicizing virus-related data in schools across the state.

“It’s possible that you could be expelled from school and I will not hesitate to do that if people, our students, are irresponsible,” Chancellor Donde Plowman said in a video conference.

Plowman also noted five cases linked to an off-campus party last week.

Wednesday was the first day of classes at the flagship campus. School officials have confirmed 75 active COVID-19 cases there, involving 66 students and nine employees. About 6,500 students have moved in on campus, while another 30,000-plus live off campus.

The campus currently has 270 people in isolation due to contacts, symptoms or positive tests, including 51 students living on campus, Plowman said.

The state on Tuesday confirmed more than 135,700 positive cases of COVID-19 in Tennessee since the outbreak began, including 1,426 deaths.

Hawaii

HONOLULU — Indoor or outdoor social gatherings larger than five people will not be allowed on Hawaii’s most populous island of Oahu, officials announced Tuesday in an attempt to tamp down on an increase in positive coronavirus cases.

Face coverings will be required at all shopping malls, Honolulu Mayor Kirk Caldwell said. Masks will also be required at spiritual services and no singing or wind instruments will be allowed.

Recent daily COVID-19 counts

in the triple digits have also prompted delaying Hawaii’s pre-travel testing program to at least Oct. 1, Gov. David Ige said. Allowing travelers to bypass a 14-day quarantine by testing negative for the virus before trips was intended to allow Hawaii’s tourism-dependent economy to rebound.

For a time the state had the lowest number of cases in the nation per capita. But as restrictions were relaxed, the virus began spreading more, especially on Oahu.

“It was the gatherings that were probably most problematic,” state Health Director Dr. Bruce Anderson said of the surge.

The latest measures go into effect Thursday for 28 days, Ige said.

Illinois

CHICAGO — Chicago Public Schools on Tuesday released a “final reopening framework” that gives specifics on how much time each grade will spend daily learning remotely as the coronavirus pandemic continues.

The Chicago Teachers Union immediately criticized school officials, saying they created a plan without imagination and without consulting union officials.

“As we prepare for an unprecedented start to the upcoming school year, we’ve set clear expectations for students and staff to improve remote instruction and ensure that our students are supported and their unique needs are met,” schools CEO Dr. Janice K. Jackson said in a statement.

The district’s plan establishes expectations for remote learning, instruction time by grade, emotional and social supports for its approximately 350,000 students, plans to assist non-English speaking students and the distribution of devices to students who need them.

President Jesse Sharkey said the teachers union filed a grievance about the district’s remote learning guidance. He contends it fails to provide teachers with the instructional tools necessary to deliver proper instruction in a remote context as required by the labor contract.



BIZIAWEYU TESFAYE, LAS VEGAS REVIEW-JOURNAL/AP

From left, Alex Santana, Jim Soldate and Donna Blair rally outside of the Clark County Commission Building on Tuesday in Las Vegas. Labor unions launched a campaign to save jobs and win the “Right to Return” for hospitality, convention and trade shows, airport, entertainment and hospital workers throughout Clark County.

Iowa

IOWA CITY — An Iowa county said Tuesday that a clinic failed to report up to 3,000 negative coronavirus test results, as concerns about inaccuracies in the state’s official pandemic data continued to mount even as schools use it to determine their fall plans.

Webster County Public Health department spokeswoman Kelli Bloomquist said her agency uncovered the clinic’s failure to report negative tests last week, and the clinic belatedly submitted the 3,000 results. The county didn’t say why the clinic was not reporting the negative results.

The state system rejected the submissions, but a subsequent review confirmed that many tests had not been entered, Bloomquist said. The new information dramatically reduced the county’s 14-day positivity rate, which the state is using to determine whether school districts must return for at least 50% in-person instruction.

The Fort Dodge Community School District announced late Monday that the lower positivity rate would allow school to start Aug. 25 as initially envisioned.

Separately, Humboldt Community School District Superintendent Jim Murray said he learned Tuesday that the county positivity rate of 22.6% — highest in the state — will be lower once unspecified data errors are corrected. He said the district would

not seek a waiver to start online.

The Associated Press reported Monday that potentially thousands of positive coronavirus cases have been backdated due to an error in the state system. The problem appears to have artificially lowered many local positivity rates, independent researchers say.

Nevada

LAS VEGAS — Labor unions in Las Vegas began a campaign Tuesday to get area lawmakers to require employers to return furloughed casino, tourism, hospitality, airport, entertainment and hospital employees to their jobs when the coronavirus pandemic ebbs and business resumes.

Several hundred idled workers demonstrated at the Clark County Government Center before representatives asked the all-Democratic county commission to consider a law Sept. 1 giving workers a “Right to Return” to former positions.

“I’m here because they should respect my seniority,” said Moises Cuellar, an out-of-work casino employee with nearly 10 years’ experience at the New York-New York resort on the Las Vegas Strip.

The 52-year-old married father of two said he has a home and a mortgage, and he was worried that co-workers with less time on the job have already been called back to work.

The Nevada State AFL-CIO said the fledgling “Save Our Jobs” drive represents some \$7,000 Nevada nurses, bartenders, operating engineers, service employees, teamsters, auto industry and stage and theatrical workers.

Texas

AUSTIN, Texas — Texas reported more than 200 additional coronavirus deaths Tuesday as the total number of infections surpassed 550,000 statewide.

Texas this week reached 10,000 virus deaths, joining New York, New Jersey and California as the only states to reach that grim milestone. Nearly four in five of those deaths have come since the beginning of June, and August has routinely seen hundreds of deaths added daily in the aftermath of a massive summer outbreak in Texas.

Despite the mounting deaths, Republican Gov. Greg Abbott and local leaders say the outlook in Texas is improving. Hospitalizations have plunged by the thousands from July’s peak and held steady with about 6,200 patients Tuesday. The rolling average of people who test positive for the virus in Texas also remained around 11%.

The Centers for Disease Control and Prevention has said a positivity rate under 10% is an indicator that a state has robust testing.





**CELEBRATING 75 YEARS OF SERVING
US MILITARY IN THE PACIFIC • 1945-2020**



75.stripes.com
STARS AND STRIPES

NATION



EVAN VUCCI/AP

President Donald Trump listens during a briefing on derecho damage and recovery efforts in Iowa on Tuesday in Cedar Rapids.

Trump promises to deliver Iowa homeowners storm recovery aid

Associated Press

Kim Reem recounted Tuesday how the unusually powerful storm that tore through Iowa last week destroyed her Cedar Rapids home and laid waste to more than 100 large trees on her property.

During a briefing at the airport in Iowa's second-largest city, Reem, who heads a local homeless shelter, told President Donald Trump that it would cost roughly a quarter of a million dollars to clear the trees from her land because that damage wasn't covered by insurance — leading Trump to express surprise.

Reem said the people staying at her Mission of Hope shelter are "hungry for compassion from our leaders. Just to know our leaders care." And she said people are generally worn down by the coronavirus pandemic that left many without work. Some had just returned to their jobs only to be idled again by the Aug. 10 storm.

"We're strong and resilient, but Mr. President, we are tired and

we need your help," she said.

More than a week after the storm, a rare derecho, ranked the state with hurricane-strength winds, thousands are still picking through the pieces of broken homes and hauling fallen trees and other debris from their properties. About 40,000 customers still don't have power, and a group of African refugees was living in tents outside of their decimated apartment building, initially refusing to leave despite the pleas of human services workers.

Cedar Rapids, which is in eastern Iowa, was hardest hit and drew the attention of Trump, who promised to approve a request for \$180 million in aid for damaged homes and infrastructure in the state. He also promised additional funding for farmers who were affected by an unusually powerful storm that tore through the state last week.

During the Tuesday briefing, local officials and homeowners spoke of the devastation to their communities, including Marion

Mayor Nick AbouAssaly, who said up to 95% of the homes and businesses in his city of 40,000 northeast of Cedar Rapids were damaged.

On Monday, Trump signed a portion of Republican Gov. Kim Reynolds' disaster relief request that covers extensive debris removal and repairs to public buildings, streets and bridges in 16 counties. That portion of the request totaled about \$45 million.

The Federal Emergency Management Agency, however, is still assessing the governor's individual assistance request, which includes \$100 million in damage to private utilities and \$82.7 million in damage to homes, according to early state estimates. In addition, farmers sustained an estimated \$2.7 billion in damage to crops, grain storage and buildings, which is part of the declaration and would likely be covered under various U.S. Department of Agriculture programs. The individual assistance request covers 27 counties.

Postal Service halts some changes amid outcry and lawsuits

Associated Press

WASHINGTON — Facing mounting public pressure and a crush of state lawsuits, President Donald Trump's new postmaster general says he is halting some operational changes to mail delivery that critics blame for widespread delays and warn could disrupt the November election.

Postmaster General Louis DeJoy said Tuesday he would "suspend" several of his initiatives — including the removal of the distinctive blue mailboxes that prompted an outcry — until after the election "to avoid even the appearance of impact on election mail."

"We will deliver the nation's election mail on time," DeJoy said in a statement.

The abrupt reversal from DeJoy, who is set to testify Friday before the Senate, comes as more than 20 states, from New York to California, announced they would be suing to stop the changes. Several vowed they would press on, keeping a watchful eye on the Postal Service ahead of the election.

House Speaker Nancy Pelosi is pushing ahead with Saturday's vote to prevent election-year mail changes and provide emergency postal funds.

"I don't, frankly, trust the postmaster general," Pelosi said in San Francisco.

The crisis at the Postal Service has erupted as a major election year issue as DeJoy, a Republican donor who took control of the agency in June, has swiftly engineered cuts and operational changes that are disrupting mail delivery operations and raising alarms that Trump is trying to undermine the agency ahead of

the election.

At the White House, Trump has flatly denied he is seeking to slow down the mail, even as he leveled fresh assaults Tuesday on mail-in voting and universal ballots. More Americans than ever are expected to choose to vote absentee during the coronavirus outbreak.

"You can't have millions and millions of ballots sent all over the place, sent to people that are dead, sent to dogs, cats, sent everywhere," Trump told reporters. "This isn't games and you have to get it right," Trump said.

Some of the initiatives DeJoy said he was shelving until after the election had already been announced.

DeJoy said Tuesday he is halting the planned removal of mail-processing machines and blue collection boxes, as well as an initiative to change retail hours at post offices. He also said no mail processing facilities will be closed and said the agency has not eliminated overtime.

One initiative that DeJoy didn't single out in his announcement was the newly imposed constraints on when mail can go out for delivery — a change postal workers have said is fueling delays. The statement also did not specify whether the agency would restore mail-sorting machines that have recently been taken offline.

"What's going on right now is nothing less than a full-on assault by this administration on the U.S. Postal Service, an institution that millions of Americans rely on every single day," said Bob Ferguson, the attorney general in Washington state, at a news conference.

UN crisis looms as US readies its demand for Iran sanctions

Associated Press

UNITED NATIONS — After a resounding defeat in the U.N. Security Council, the United States is poised to call for the United Nations to reimpose sanctions on Iran under a rarely used diplomatic maneuver — a move that is likely to further isolate the Trump administration and may set off a credibility crisis for the U.N.

The sanctions had been eased under the 2015 nuclear deal that President Donald Trump withdrew from two years ago. But last week, the U.S. lost its long-shot bid to indefinitely extend an international arms embargo on Iran and has now moved to a new diplomatic line of attack.

Secretary of State Mike Pompeo said Wednesday the move would come "soon," but he would

not discuss timing. He was expected to travel to New York on Thursday to notify the Security Council president that the U.S. was invoking the "snapback" mechanism in the council's resolution that endorsed the nuclear deal.

Pompeo brushed aside concerns that other nations may not recognize the American move. "This will be a fully valid enforceable Security Council resolution and we have every expectation that it will be enforced just like every other Security Council resolution that is in place," he said. "We will be in full compliance with that and we have every expectation that every country in the world will live up to its obligations."

Pompeo and Trump have made

no secret of their intention to invoke snapback, especially since their attempt to extend the arms embargo suffered an embarrassing defeat last Friday. The U.S. won just one other "yes" vote, with China and Russia opposing and the 11 other members abstaining.

Just like the arms embargo extension, the administration's snapback plan is bitterly opposed by China and Russia as well as the other Security Council members, including U.S. allies Britain and France, and could set the stage for a battle over the legitimacy of the U.N.'s most powerful body.

Along among the council's 15 members, the U.S. has argued that as an original participant in the nuclear deal, it retains the right to demand restoration of sanctions. The others, which

still support the deal, maintain the U.S. lost that standing when Trump pulled out of the accord in 2018, but it isn't clear if they can stop the invocation of snapback through technical procedural means.

The U.S. argument is highly controversial. It has been ridiculed by the Chinese, Russians and Europeans, and not even the biggest Iran hawks in the U.S. all agree with it.

Former Trump national security adviser John Bolton, no slouch when it comes to anti-Iran positions, has long said that the U.S. lost its snapback standing when it withdrew from the deal and that moving ahead is not worth the damage it could do to U.S. veto power in the council.

In a commonly rare moment of agreement, Iran's Foreign Min-

ister Mohammed Javad Zarif praised Bolton this week.

"At least he is consistent — a trait notably absent in this U.S. administration," Zarif tweeted.

And former U.N. Undersecretary of State for Political Affairs Stephen O'Brien, a top Obama administration negotiator of the nuclear agreement, said: "It was never expected that someone who withdrew from (the deal) would have standing to in fact bring the snapback provision."

Thus, the administration's insistence on moving ahead has set the stage for a contentious dispute and the possibility that the U.S. call would simply be ignored by other U.N. members. That outcome would potentially call into question the Security Council's ability to exercise its own legally binding decisions.

NATION

Museum: Displaying Confederate statue is part of healing

Associated Press

HOUSTON — A Houston museum dedicated to conserving African American culture said Tuesday that its decision to display a more than 100-year-old Confederate statue is about providing Black Americans with a way to confront slavery's painful legacy and include their lived experiences in the conversation.

The towering bronze statue, called "Spirit of The Confederacy," was removed from a downtown Houston park in June following a recommendation more than two years earlier by a task force established by Mayor Sylvester Turner.

The statue, which had been in storage since its removal, arrived at the Houston Museum of African American Culture on Monday and was viewed by reporters with The Associated Press on Tuesday in an exclusive tour.

"There is a need for our folks to heal. The way you get rid of the pain is not to bury it as if it had never existed, but to confront it and engage with it," said John Guess Jr., the museum's CEO emeritus. "This allows our community to do this."

The 12-foot statue depicts a winged male figure holding palm tree foliage and a sword. An inscription on a plaque below the statue reads: "To all heroes of the South who fought for the principles of states rights."

While Confederate sympathizers argue that the Civil War was fought to establish states' rights, historians say slavery was the root cause of the war.

"We now have a chance to dialogue with that history and say something about it. Know this was really about slavery," Guess said. "And we have an image that our community can consistently speak to, especially during times like now when the whole concept of white supremacy has so much sway in the White House."

The statue was erected in 1908 by the Rob-



DAVID J. PHILLIP/AP

John Guess Jr., CEO Emeritus of The Houston Museum of African American Culture, talks about the bronze statue "The Spirit of The Confederacy" on display at the museum Tuesday in Houston.

ert E. Lee Chapter of the United Daughters of the Confederacy.

It was removed during nationwide protests over the killing of George Floyd, a Black man whose death at the hands of a white Minneapolis police officer became a worldwide symbol in demonstrations calling for police reform and an end to racial injustice.

The "Spirit of The Confederacy" statue will be displayed in a courtyard. New fencing has been built around the statue so it cannot be seen from the street. People will be able to view it online or make an appointment to see it from behind a window. Museum officials say people will be able to see the statue up close from the courtyard at a later date.

Prison sought for former soldier called a Satanist

By ROXANA HEGEMAN
Associated Press

BELLE PLAINE, Kan. — A former Army soldier who prosecutors said is a Satanist who hoped to overthrow the U.S. government should spend around three years in prison for providing viable instructions for building explosive devices to people who wanted to commit violence, the government argued Tuesday.

Jarrett William Smith, 24, a private first class stationed at Fort Riley, Kan., and previously at Fort Bliss, Texas, was discharged from the military after admitting in February that he provided information about explosives in September to an FBI undercover agent.

In a motion opposing the lenient punishment sought by the defense, Assistant U.S. Attorney Anthony Mattivi wrote that Smith has admitted he posted on the internet a recipe for constructing an explosive device and a recipe for creating improvised napalm.

FBI bomb technicians have de-

termined those recipes were viable, he said.

"He admitted providing the information even to individuals who told him they wanted to use the information to harm others," Mattivi wrote. "He said that he did this in order to cause 'chaos,' and that it didn't matter to him if his information led to the death of someone else."

At his sentencing hearing Wednesday, Smith faced up to 20 years in prison and a \$250,000 fine following his guilty pleas to two counts of distributing information related to explosives.

With no prior criminal history, the guideline range is between 2½ to just over three years in prison. Mattivi recommended that the court impose a sentence within that range.

Federal public defender Rich Federico had urged the court last week to impose 15 months imprisonment as he recounted his client's lifetime of victimization, isolation and trauma that led him to become involved with online extremist groups.

Trump: 'Toll' on Mexico crossings may finance border wall

Bloomberg News

President Donald Trump said his administration may impose a "toll" on cars crossing into the U.S. from Mexico to finance construction of his promised wall on the southern border.

"They're going to pay at the border, at the gate, cars going through, we're going to do a toll —

or we may do a toll," Trump said during an event in Yuma, Ariz.

Trump has long faced criticism that he has failed to meet a campaign promise to make Mexico pay to build it. He has instead redirected billions of dollars from the Pentagon to finance construction, sparking a legal fight with the U.S. House, which did not au-

thorize the spending.

Trump and other officials at the Yuma event declined to say how much the toll would be, and moments later Trump said "we may do it as a tax, money being sent into Mexico" — a reference to his occasional suggestion that the U.S. may tax remittances to the country.

ENTER TO WIN A \$100 GIFT CARD!



M • O • N • T • H • L • Y

TRIVIA

ENTER CONTEST! TO WIN

ONE WINNER EVERY MONTH!




GO TO 75.STRIPES.COM TODAY!

ANNOUNCING THE BEST OF 2020

Your votes. Your favorites. Your Best of the Pacific.

STARS AND STRIPES

View the digital edition or download now




HONDA & ACURA

www.honda-ecker.de
hauptstuhl@honda-ecker.de
Mon-Fri 0800 - 1700 • Sat 0900-1300

06372-4607 • Kaiserstr. 79, 66851 Hauptstuhl

- Accident Repairs
- Body Work
- Maintenance
- Warranty - Work
- Damage Estimates
- Tax Free

WORLD

Germany sees Islamist motive in highway attack near Berlin

Associated Press

BERLIN — A 30-year-old man deliberately drove a car into other vehicles along a major Berlin highway, injuring six people in what German officials said Wednesday appeared to be a deliberate attack motivated by Islamist ideology.

The suspect driving a black Opel Astra allegedly struck three motorcycles at different locations on the Bundesautobahn 100, Berlin prosecutors and police said in a joint statement. He then stopped

on the highway and put an old ammunition box on the roof of his car, claiming it had explosives inside, the statement said.

"According to the current state of our investigation, we assume this was an Islamist-motivated attack," Berlin's senator for the interior, Andreas Geisel, said. "A religiously motivated background cannot be excluded."

Three people were severely injured during the attack late Tuesday, including a motorcyclist left with life-threatening head and back injuries, prosecutor Martin

Steltner said. The collisions happened shortly before 7 p.m. local time and led to a complete closure of one of the German capital's main traffic arteries.

After the driver was detained, officers led hundreds of people stuck on the highway away from their cars. Police used a strong jet of water to open the box on the car's roof, which contained tools.

Investigators did not reveal the man's identity, as is customary in Germany, but local media identified the suspect as Sarmad D. He is under investigation for three



PAUL ZINKE, DPA/AP

Police officers investigate on the scene Wednesday following several accidents on a city motorway in Berlin, Germany.

cases of attempted murder.

There were indications the man had mental health issues, Geisel said. Steltner said investigators were looking for possible links to

an extremist group.

Several German news outlets reported that the man shouted "Allahu akbar," or "God is great" in Arabic, as he got out of his car.

Detentions resume in Belarus as opposition pushes for new vote

Associated Press

MINSK, Belarus — Authorities in Belarus on Wednesday resumed detentions of protesters who keep taking to the streets to demand the resignation of authoritarian President Alexander Lukashenko, as opposition lead-

ers ratchet up pressure on the government by forming a coordination council to push for a new election.

Several dozen people were detained in front of the Minsk Tractor Factory, where workers have been on strike since Monday, Sergei Dylevsky, leader of the

factory's strike committee, told The Associated Press.

The country's Interior Ministry said in a statement that police detained only two protesters and pushed the remaining crowd aside.

The new detentions come after days of peaceful protests, which

police didn't interfere with.

They also came hours before the first meeting of the opposition's coordination council, which was formed to facilitate peaceful transition of power and denounced by Lukashenko as "an attempt to seize power" in the country.

Lukashenko, who last week won his sixth term in office with 80% of votes in an election widely seen as rigged, blasted the opposition again on Wednesday for creating "alternative (government) bodies" and warned they may be prosecuted for it.

SERVICE DIRECTORY

The Daily Guide to Navigating the European Business Market

Transportation

944

VEHICLE SHIPPING SERVICES

- International Shipping
- Import & Export
- Inland trucking (U.S. & Europe)
- Door to door pick-up/delivery service

GERMANY

Phone: +49-(0)6134-2592730

Toll-free: 0800-CARSHIP (Germany only)

E-Mail: info@transglobal-logistics.de

WEB: www.transglobal-logistics.de

UNITED KINGDOM

+44-(0)1638-515714

enquiries@carshipuk.co.uk

www.carshipuk.co.uk

U.S.A.

+1-972-602-1670 Ext. 1701

+1-800-264-8167 (US only)

info@tgal.us

www.tgal.us

For Further Information Please Contact

For 2nd POV Shipments - Offices / Agencies near Military Installations

LOGISTICS EUROPE GMBH

Are you in the picture?



Transportation

944

Ship Cars and Containers to and from the USA

OPENING HOURS: 9 a.m. to 6 p.m. Mon - Fri

0800-522-6274 or 800-WSA-SHIP (972-7447)

For a free rate request, please email: info@worldwide-ship.de

Visit our Website: www.worldwide-ship.de

Off Duty? Amuse Yourself!



Concert, events, TV, movies, music, video games, celebrity antics...

Get entertained with...

STARS AND STRIPES.

Reading Stars and Stripes gives you a better handle on issues that affect you most.

No one covers the bases the way we do.

STARS AND STRIPES.

STARS  STRIPES®

Military Spouse **2020** Entrepreneur Guide

August 20, 2020

BROUGHT TO YOU BY THE ASSOCIATION OF MILITARY SPOUSE ENTREPRENEURS (AMSE)



CREATE YOUR OWN BUSINESS

THE TOOLS YOU NEED TO LAUNCH
AND GROW YOUR BUSINESS

HOW TO KEEP
GOING WHEN YOU
WANT TO QUIT



STARS AND STRIPES®

Unlimited Digital Access

INTRO OFFER!

FOUR WEEKS Web + Mobile

ONE MONTH
FREE TRIAL

When you subscribe to Stripes Digital Access...

Get exclusive access to innovative digital features, interactive articles, award-winning photography and more. Enjoy unlimited access to the Stripes.com website and our Stars and Stripes mobile apps, all for a low monthly or annual subscription.



Stars and Stripes content features

- Access to Stars and Stripes mobile apps
- Exclusive reports on military matters
- Coverage of all military branches
- Special features on current issues
- Veterans topics
- Retrospectives such as Vietnam at 50
- Archive Photo of the Day
- Unbiased, First Amendment protected reporting from U.S. military bases around the world.

Subscribe Today!



stripes.com/subscribe

Table of Contents

The content found within this guide was provided by the Association of Military Spouse Entrepreneurs

Why Entrepreneurship is an Option
Six Reasons Why Military Spouses Make Great Entrepreneurs

5 Keep Going When you Want to Quit



Types of Businesses to Start and Why

8

How to Get Started
3 Ways to Validate Your Business Idea

9

11 Pricing Your Products and Services

13 Successful Launch Strategy



16 Entrepreneurship Spotlight
12 Military Spouse Entrepreneurs You Need to Know

Growing
First Steps to Funding Your Milspouse-Owned Business

14



20 Resources
You can't start or grow your business without help.

About the Association of Military Spouse Entrepreneurs

By AMSE

Military spouses face one of the highest unemployment rates in the country at nearly **24 percent**. This is a national crisis leading to increased psychological strain, high rates of depression, financial instability, and increased divorce rates.

But military spouses are building remote businesses and becoming entrepreneurs at an increasing rate. They no longer rely on organizations and others to validate their ideas, make their dreams come true, and utilize the vast skills they offer.

As co-founders of AMSE, Moni Jefferson and Flossie Hall have done it all. They have built virtual businesses, raised capital, developed technology, and launched seven-figure businesses. They've done all that while also creating a massive global community and advocating on behalf of military spouse entrepreneurs fighting for seats at the table.

They are screaming from the mountaintops about how entrepreneurship is and should be an option for military spouses. Organizations can and should do a better job of offering the support that military spouses need. There are 15 million active duty and retired military spouses worldwide, and 25 percent are interested in or participating in some form of entrepreneurship.

As seasoned entrepreneurs and community builders in military circles, Flossie and Moni were continually fielding questions on business ideas, how to connect with the spouses from organizations, when to start a business, connecting organizations and spouses to each other...and they wanted to help. They decided that **something needed to be done**.

With their experience and community feedback, they could create a hub for military spouses. This would be a space for spouses to gain the tools, support, and resources they need to have the confidence and knowledge to start a

business that could perfectly fit into their lifestyle.

AMSE-The Association of Military Spouse Entrepreneurs was born. Who we are

AMSE connects military spouse entrepreneurs with the tools and resources needed to become successful in launching and growing their businesses.

We are an exclusive community for military spouse entrepreneurs to connect, collaborate, and learn how to launch, build, or scale their own business.

AMSE is the membership community for the milspouse entrepreneur looking to take their business to the next level and connect with other military spouses on a deeper level.

Military spouses are always investing in their military members' education and career; in their families and in volunteering. They always think of themselves last! AMSE is an exclusive space for military spouses who want to take their future into their own hands, **on their own terms**.

Our vision

To create a global resource database for military spouses to connect, learn,

and empower themselves with the tools needed to become successful entrepreneurs.

The impact

By empowering military spouses to take their careers into their own hands, they gain the skills to successfully employ themselves on their own terms and pay scale. This leads to not only financial stability but to overall happiness and self-confidence, creating lasting impacts in our military families and further in our mission readiness as a nation.

The process

Our hands-on, peer-to-peer approach is what sets AMSE apart in the military spouse entrepreneur space. Our members get access to an online dashboard, monthly content themes, national subject matter experts, mentorship, resources, and so much more. All in a community of individuals living the same nomadic military lifestyle.

Our members

Since our membership is virtual, it allows access for military spouses no matter where they are stationed. AMSE is a community by military spouse entrepreneurs for military

spouse entrepreneurs; active or retired military; in ideation to the scaling stage of business, AMSE is a community by military spouse entrepreneurs for military spouse entrepreneurs.

Sign up for free
www.amse.co/membership

LET'S TALK FACTS

- **OVER 12% OF OUR MEMBERS ARE SPOUSES AS WELL AS VETERANS**
- **6% ARE DUAL MILITARY FAMILIES**
- **32% OPERATED A BUSINESS DURING A DEPLOYMENT**

Online Dashboard with Monthly Digital Events



- 7 Units
- 65 Video Modules
- 50 guided downloads

WHY ENTREPRENEURSHIP IS AN OPTION



Photo of Gems Collins, Founder/CEO of Gems Collins LLC
Photo taken by MilSpouse Photographer Sparkle Studio

Six Reasons Why Military Spouses Make Great Entrepreneurs

By Flossie Hall, AMSE Cofounder

Do you know what's hard? Being a military spouse. Do you know what's even harder? Trying to maintain a career as a military spouse.

As military spouses, we live a life of chaos: high-stress, unknown factors, and day-to-day, life-changing decision-making. We continually make extreme pivots and blood-pressure raising decisions, like which state to live in, sometimes in a matter of minutes. We juggle life in unfamiliar cities, often without friends and family, and sometimes while our servicemembers are deployed to dangerous areas around the world.

What other lifestyle forces you to repeatedly buy and sell homes, move cross-country (or even out of the country) while pregnant, with small children, sometimes alone, and sometimes with only a month's notice? Only to have that happen again every few years.

It's stressful.

Now try adding, developing, and maintaining a career. Seems impossible, right?

Well, for some, it is. Which is why before COVID-19, the unemployment rate for military spouses was among the highest in the country at nearly 24 percent, according to the Department of Defense. This puts an

additional strain on military families in numerous ways: from leaving them economically disadvantaged as single-income families to the psychological and emotional stress of spouses feeling dissatisfied and unfulfilled.

How do we fix this?

While we believe the shift in remote and flexible career opportunities opens up many options for military spouses, we believe that entrepreneurship and freelance work are the keys that have been missing. Military spouses were literally built with the grit and ingenuity required to be entrepreneurs. Here's why military spouses make perfect entrepreneurs:

- Military spouses can make high-stress decisions at the drop of a dime. This happens in our sleep.
- Military spouses can curve and swerve when needed. Plans...who makes plans? This is the military—and entrepreneurship.
- Military spouses can think outside of the box in intense situations. Nothing is more intense than giving birth or caring for toddlers when your spouse is in a warzone.
- Military spouses can negotiate with the best of them. Ever tried calling TRICARE or dealing with PCS movers?
- Military spouses are resilient and resourceful. Through all this, they navigate life with pride and honor. At the end of the day, they get the job done.
- Military spouses know how to Google literally anything. Seriously. Try being uprooted from your home and comfort zone over a dozen times. Google becomes your best friend, and ingenuity becomes second nature.

And guess what? That's not even the best part about why military spouse entrepreneurship makes sense. Being their own boss means military spouses get to control their own careers. No more sending out thousands of resumes to maybe get two interviews. No more accepting a job offer that they don't want, for half the pay they deserve.

I know all spouses love answering that "So why are you new to [insert some small town near a military base] and do you plan on leaving?" question. Every military spouse has the same reply, "I love this town I have never heard of, and this is our last duty station." They will lie and say their family's military career ends here just to get the not-so-great job because they are genuinely just exhausted.

But, you don't have to do that when you are your own boss. As an

entrepreneur:

- You get to choose your career and chase your own dreams.
- You get to build your future on your terms.
- You can dictate your field of work. You can be anything you want to be when you grow up.
- You can demand the pay you're worth.
- You can work while the kids are at school, or after bed, or both.
- You can take your business with you when you PCS to Japan, and heck, even work on the plane on the way to the new duty station.

As entrepreneurs, you can work when you want, how you want, without answering to anyone but yourself and your clients or customers. And that's a beautiful thing.

The military takes a lot of control from our lives as military spouses. We end up feeling lost and asking ourselves, "When is it going to be my turn?" Well, that time is now. Your time is now. Being in control of your own company and your own future, even just a little bit, is absolutely empowering.

Once you feel that, we promise you'll never want a job again.

WHY ENTREPRENEURSHIP IS AN OPTION



The Thing That Will Keep You Going When You Want to Quit Your Business

By Moni Jefferson, AMSE Cofounder

Finding your “why” has become a popular concept within the last few years. From the high-level executive holding training for their employees to the individual doing the soul searching required when replacing a dull day job with their heart’s entrepreneurial passion, everyone needs a “why”.

With his book “Find Your Why”, Simon Sinek started a movement for people to do what inspires them. As entrepreneurs, knowing and following your “why” will keep you happy about the work you are doing and will determine how you show up in the world.

“Why” is a small word with a huge impact. But it’s easy for an entrepreneur to lose sight of this in the messiness of caring for your

family, running your business, and navigating military life. Forgetting your “why” is dangerous because it means you are sailing aimlessly into the ocean, letting the waves take you wherever they choose and without a captain to navigate the course.

When I started my first business as a public relations consultant, I was thrilled and excited. I was landing clients and building a team, but I found myself serving everyone who could afford me. I was taking on projects I didn’t enjoy and was working with brands and people that did not align with why I started. It’s easy to focus on the end result—the paycheck or the status—but fail to remember the “why” that started it all.

After learning some hard lessons and nearly losing it all, I realized that my “why” is serving others who have

struggled with starting a business without resources and a like-minded community. This is why, as a co-founder, the Association of Military Spouse Entrepreneurs means so much to me. It is the community I wish I had when I started my journey as an entrepreneur.

Here are some reflection questions to get you started with discovering your own “why” as an entrepreneur:

What are you offering?

As an entrepreneur or creative, it is easy to have so many great ideas that you want to implement. But you should start and focus on one. Decide on what you do. Do you offer a product or service? Just because you decide on a service for now does not mean you can’t offer a product later. This is just a starting point.

How are you delivering?

Find out how you are different from competitors and how unique your client experience is for your audience. What makes YOU or your business special? Get started with this by heading over to the AMSE Member dashboard and downloading worksheets to help guide you through this process.

Why are you doing what you do?

If your “what” and your “how” don’t align with a “why” that inspires your higher purpose, you may be off course. Your “why” may evolve as you continue to build your brand or business, and that is okay. I love the “Start with Why” TED Talk by Simon Sinek. He has such a great way of explaining so clearly, you have your “Aha!” moment.

Knowing why you started to begin with will help you develop your offering, scale your business, and hone in on the result. Your “why” will be the one thing that picks you up on the days you get knocked down and don’t want to get out of bed. Your “why” will be the reason you don’t quit.

Finding and staying in touch with your “why” is what is going to give you the grit you need to keep going when you’re tired or discouraged. It will offer you clarity, meaning, and fulfillment. You will live and work in alignment with your purpose.



TAKE COMMAND OF YOUR CAREER.

Get expert help to launch or boost your own business.

MilSpouses can get one-on-one coaching, the Entrepreneur EDGE™ Assessment, help finding funding and more – all from Spouse Education and Career Opportunities.

WHY ENTREPRENEURSHIP IS AN OPTION



Photo by Garrett Ray, Solar Flight Productions
Maria Reed from Moving with the Military and
My Ultimate PCS App

The Powerful Truth About the Mental Load of Entrepreneurship

Entrepreneurship seems like an obvious choice for military spouses who need career portability. Rumi's quote, "Let the beauty of what you love be what you do," has inspired many to quit their regular jobs in favor of creating businesses that align with what used to be a strong interest or hobby.

By Kimberly Bacso, AMSE Contributor

Underneath the excitement of conceptualization and the details of a business plan lies a powerful truth that could make or break your business.

You may not be able to or want to handle the mental load of entrepreneurship. The U.S. Bureau of Labor Statistics reports only half of businesses with employees survived their fifth year. Entrepreneur.com listed "lack of strategic and effective leadership" as one of the reasons why

new businesses fail. Specifically, "Without real experience in the business world, most newcomers to the entrepreneurial fray struggle with the overwhelming amount of demands placed on them."

If you are an entrepreneur struggling with the mental and emotional load of your business, you can lighten the load by creating community, adjusting mindset, setting boundaries, and uplifting your wellness.

COMMUNITY

- **Find a mentor.** Mentors or advisors can take away your burden of having to figure out everything by yourself by offering guidance in areas that may not be your expertise. MSAN (Military Spouse Advocacy Network) offers a free mentorship program.
- **Find your business BFF.** Prioritize collaboration over the competition by teaming up with another entrepreneur. You'll lighten your mental load by having somebody with whom you can commiserate, brainstorm, and set goals. The Association of Military Spouse Entrepreneurs' Society is a great place to meet other entrepreneurs.
- **Find value-adding virtual groups.** Find groups that inspire you as an entrepreneur and uplift your wellness. Try MilSpouse Creative® + Entrepreneurs with Moni Jefferson for networking and business tips and InDependent | Virtual on Facebook for wellness inspiration specific to military life.

MINDSET

- **Learn to deal with failure.** When facing failure, it's easy to fall into an emotional spiral of insecurity or shame. It's important to reframe the outcome as a learning experience that will lead you to your best possible product or service. Affirmations help you move toward a more positive outlook.

BOUNDARIES

- **Create a schedule.** Andi Adams, a military spouse who works remotely wrote, "Create a schedule and stick to it. Setting office hours provides a structure for the day, helps you to prioritize tasks, and allows your clients and

team members to know what to expect from you and when." You lighten your mental load, and you know that you've worked enough for the day. Schedule time to get to the actual meat of moving your business forward so you can rest easy, knowing that the important work is done.

- **Plan for downtime.** Make a plan to unplug during vacation and devise a strategy for PCS-ing with your business. This will allow you to replenish your creativity.

WELLNESS

- **Meditate.** Learning to meditate can help you find the space between a stimulus and your reaction. That space is powerful because it allows you to choose how to respond, either to yourself or others. When you choose how you respond rather than letting your reaction speak for you, you have a better chance of keeping things positive. When your relationships and your inner voice are positive, your mental load becomes lighter. The Buddhify app is great for beginners because you choose a category of meditations from a brightly colored wheel which include Work Break, Needing Presence, and Can't Sleep.
- **Guard your sleep.** Everything is heavier when you're not well-rested. If you get between seven to nine hours of sleep, you reduce stress, improve mood, and think more clearly.
- **Drink enough water.** Proper hydration improves your brain function and energy level, which will help you feel better prepared to take on the challenges of your business.
- **Move your body.** Exercise is a major stress-reducer. If you can tame chronic stress, you'll be better equipped to stick with your business

INDEPENDENT

A positive and inclusive wellness community for military spouses: past, present, and future because military spouse wellness matters

www.in-dependent.org

Military Spouse Advocacy Network
Strong Spouses. Stronger Families.

MSAN's New Military Spouse Support Program is designed to provide mentorship and support to new military spouses and to improve the morale and welfare of our military community.

www.militaryspouseadvocacynetwork.org

ACP

ACP is a nationwide non-profit dedicated to assisting active duty military spouses on their path towards starting a small business. ACP hand-selects a Mentor for each spouse Protégé for year-long, customized, one-on-one mentorship. Mentors and Protégés connect at least once a month for up to a year.

www.acp-usa.org/spouses

for the long haul. Find a format that you look forward to doing.

Taking proactive steps to lighten the mental load of entrepreneurship will ensure that rather than burning fast and out, you can kindle a clear-headed steadiness that will see you through the highs and lows of not only entrepreneur life, but military life as well. Through community, mindset, boundaries, and wellness, you may just find that you've created a new kind of strategic advantage.

HOW TO GET STARTED

Personal Financial Foundation for Business Success

By Joseph Montanaro
CFP® Relationship Director | Military
Advocacy Group Military Affairs, USAA

As an entrepreneur or small business owner, it is imperative to be personally and financially prepared before starting a business. You know that you will need capital to start, operate, and grow your business, But if things take a dip or head south for any reason, you need to be personally prepared for whatever may come.

Financially preparing also means thinking about things such as entity formation, taxes, and insurances. Be sure to utilize your local resources such as SCORE or local SBDC to help work through some of these. Of course, you can always utilize the Association of Military Spouse Entrepreneurs online curriculum and downloads as well.

We sat down with JJ Montanaro of USAA, to discuss the importance of how to be financially prepared to start your own business as a military spouse. Here are some of his best takeaways.

How do you prepare to start a business?

As with just about any endeavor, a good beginning is a key driver to a good result. As a financial planner (I'm admittedly biased by my own experience), that means mapping out a clear plan. Just because you're good at your craft or have major skills doesn't mean you'll be good at running a business. Know your weaknesses, get help from experts, and have a plan to keep your business on the right path. The U.S. Small Business Administration has many helpful articles as well as a business planning template available on its website if you need help

getting started.

Are opening separate personal and business bank accounts important?

Absolutely. A separate bank account for your business and a detailed accounting of all your business-related expenses will provide a clear vision of how things are going and will simplify things at tax time.

You can also directly connect your business checking to your QuickBooks for auto-downloads to make bookkeeping a breeze.

How do you square away your insurance needs?

Having a business will necessitate a fresh look at insurance. From liability and property insurance to worker's compensation, running a business comes with its own unique requirements. A business owner's policy (BOP) provides liability coverage and protects your business property in a single policy. It's also important to remember that some of your personal coverages may exclude coverage during the conduct of business, so check with your insurance provider. I always say that an insurance review, from top to bottom, is something you should do every time you have a life event...and starting a new business qualifies as a life event.

How do you finance a brand-new business?

Some entrepreneurs get so excited about their new business idea that they can't wait to get started. Enthusiasm is good, but not if it means piling up credit card debt to finance the business. Saving up enough money to start on the right foot is a great plan. Other people's money is even better, especially if it

doesn't come with strings and high-interest rates. Grants, scholarships, or pitch competitions may afford you the opportunity to start you off in a very unique position: debt-free. If you're in the contemplation stage of the process, start saving right away. Even if it is just a little amount of money every paycheck, that will add up while you formulate your business plan.

How can I be smart about budgeting and tracking finances?

While it's often personal funds that start the business, the sooner you can put a wall between the finances of your two worlds, the better off you'll be. Ideally, your business will pay you back, provide you an income, and then stand alone so you no longer have to mix personal and business finances. It's important both in structure - separate accounts - and practice - where did that money for the new printer come from? - to track and budget as if you are living in two different worlds. Today, there are plenty of software and other technology solutions that can make it easy for you.

How do you organize your business?

Ensure you pick the right entity. It's also important to remember that what works today, may

not make sense down the road. Most businesses start as sole proprietorships, but from tax and liability standpoints, there could be better ways to organize. That's especially true in light of changes from the Tax Cuts and Jobs Act a couple of years ago. In today's litigious environment, limiting your liability should also be a top priority. This is a great topic for a discussion with your advisers.

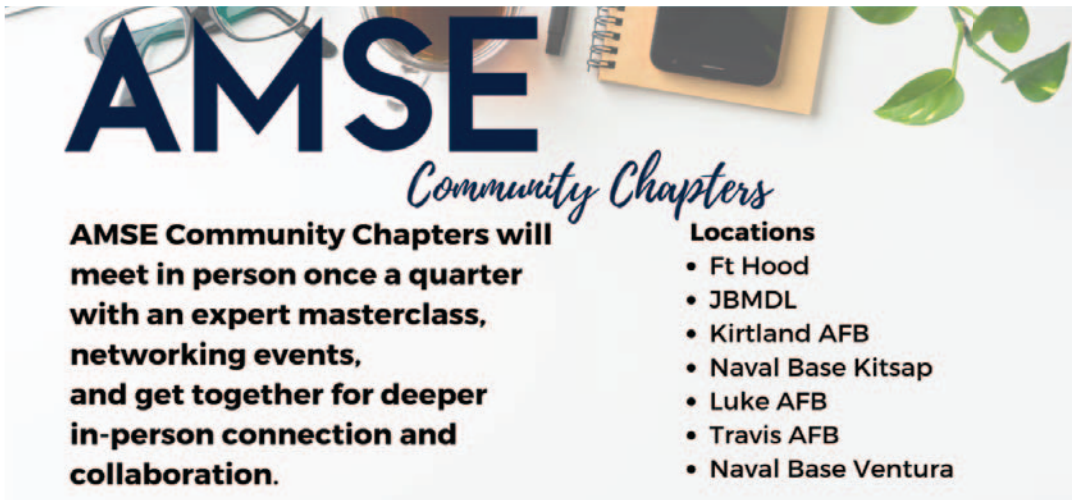
Any thoughts on income taxes?

Much like insurance, starting a business is a game-changer on the tax front. Businesses, especially new ones, will experience cash flow fluctuations. To get your business through the lean times without putting a strain on your personal finances, be sure to sock away some savings when times are good and make those estimated tax payments. Before I landed at USAA, I had my own small business; I still cringe when I remember a couple of years where I underpaid my estimated taxes. Don't make the same mistake. If you're not an accountant, it could make sense to talk with one to get a better understanding of both the challenges and opportunities inherent in launching your business.

Can your business help you achieve your retirement goals?

I'm sure retirement is far from top-of-mind as you consider launching a new business. However, from Simplified Employee Pension plans to 401(k)s, a small business offers many easy ways to save on taxes and expand your retirement savings. I say "expand" because I'm certain your family is already taking advantage of individual IRAs, as well as the military's Thrift Savings Plan.

While it's often personal funds that start the business, the sooner you can put a wall between the finances of your two worlds, the better off you'll be.



AMSE
Community Chapters

AMSE Community Chapters will meet in person once a quarter with an expert masterclass, networking events, and get together for deeper in-person connection and collaboration.

Locations

- Ft Hood
- JBMDL
- Kirtland AFB
- Naval Base Kitsap
- Luke AFB
- Travis AFB
- Naval Base Ventura

HOW TO GET STARTED

Types of Businesses to Start and Why

By Georganne Hassell,
Wise Advise + Assist Team

The journey of a military spouse is filled with unpredictability. The only constant is constant change. Military spouses learn key skills like planning, resiliency, and adaptability just to make day-to-day life run smoothly. These traits are exactly what many entrepreneurs struggle to cultivate early on, leaving them at frustrating dead ends. But military spouses can utilize their experience to start strong as entrepreneurs and build a career that fuels their passion. Leaning on that planning expertise is an important place to start.

Beginning a business might seem overwhelming at first (kind of like that first OCONUS move), but by breaking it down into manageable steps, the task becomes much easier. The reality of military spouse life is that while there are some unique advantages and skills gained through all that unpredictability, there are also limitations that should be considered when deciding on what kind of business to start.

WISE Advise + Assist Team's co-founders, Laura Early and Diana Jaquith, thought long and hard about all aspects of their business before officially opening up their virtual assisting agency. Taking a look from multiple angles will help potential business owners keep themselves from getting blindsided. Here's what to consider.

PORTABILITY

Portability is an important factor to consider for military spouse entrepreneurs. Businesses that require significant stock or real estate space may be challenging to maintain over the long term.

That's not to say selling goods is not feasible, but it needs to be carefully planned and executed. Instead of renting a storefront, opt for an e-commerce store. A smaller, tailored selection of products will keep stock to a manageable and movable amount.

PRODUCT-BASED BUSINESSES

Another route may be to think of what will always be in demand, no matter where a military family is stationed. For example, local businesses will always need signs and custom designs for multiple reasons. For those who aren't planning to manufacture their wares or don't have a collection they are ready to sell, consider dropshipping,



Anne Villano of Anne Villano Art.
Photo by milspouse, Victoria Lea Photography

which offers low overhead.

SERVICE-BASED BUSINESSES

Both Early and Jaquith note that selling goods is just one way to be an entrepreneur. Brainstorming for your new business should take into account easy entry ideas. Selling items in person or online isn't the right fit for everyone. What skills do you already have? Is there a fit for leveraging them in a remote market? Start there.

Instead of buying or making goods to resell or competing in the dropshipping market, consider a low capital choice that already plays to your strengths or interests. For example, real estate experience can be transformed into a business that deals with remote transaction management. This kind of work allows a military spouse to work across borders with the added bonus of having a work-from-home option, which is becoming more important than ever.

Making a break into a business can be time-consuming. For military spouses who want to get a jump on their career, the services side could be just the right fit. By offering services, especially virtually focused ones like graphic design, entrepreneurs have the ability to get started quickly. The investment can be minimal, often with just software fees, but the return can be immediate.

Think about where others need help within their own lives and businesses, say the WISE founders. Virtual assisting is a growing field, and utilizing current personal connections can help break into that business quickly. Technical services are another low-cost, portable fit for military spouse entrepreneurs. Learning to code opens the tech doors, and there are free coding bootcamps to get started. From there, building websites or advancing tech skills to code programs can launch a business,

all from just a laptop.

SELLING YOUR SKILLSET

Jaquith and Early offer another example for a more specific skill set: leveraging language knowledge. For those who speak more than one language, translation or language classes might be seen as the obvious choice. But the WISE founders push the idea further into a different market. Consider creating an SEO business that helps companies trying to gain customers in the target language market. This might require some education and development in the SEO realm, but the payoff for finding and filling a niche is worth it.

As entrepreneurs, there is always learning involved. But knowing where your strengths, skills, and opportunities intersect is crucial to find a business that will be sustainable throughout your military life.

Both Early and Jaquith agree that creating their business together came with challenges. But they relied on their ability to innovate to make it work. Finding the right roles for their strengths and developing a strong team has helped keep their virtual assisting agency a success, even throughout the pandemic.

Entrepreneurship is such a rewarding experience, and any military spouse who wants to give it a go, should. They just need to do what they've always done to take care of their military family: plan and adapt.



About WISE:

WISE is a business growth agency powered by military spouses. We help businesses grow by providing services like digital marketing, graphic design, web design, administration, and more. If you are looking for a remote career, check out our website: www.wiseadviseteam.com



Sell on Amazon Handmade,
an artisan community of
handcrafted goods

sell.amazon.com/programs/handmade

handmade

Unique products crafted by Makers around the world.



HOW TO GET STARTED



3 Ways to Validate Your Business Idea

Bree Carroll of B. Carroll Events
Photo by Ro Simantel Photography

By Kaila Ruan, AMSE Contributor

What an incredible time to live in - one where you can take whatever skill, knowledge, or passion you have and make money while doing it. Don't believe it's possible? It is!

Currently, more than 69% of American entrepreneurs start their businesses at home. These entrepreneurs are drawn to the accessibility that this kind of business gives them. With access to technology and social media, it is easier than ever to get your business in front of consumers or clients.

So you have this great idea, and you want to run with it. But wait! Don't run too fast just yet! Let's first validate your idea and make sure you have a money-making business so you don't waste your time or resources.

Here are three things you should do to validate your business idea:

VALIDATION

- What problem does my business solve?

First, be sure you can clearly communicate the problem your business solves. As an entrepreneur, you are a problem solver.

- Who has this problem?

Creating an "I help" statement is a great place to start, to work through this. Here is an easy way to create one for your business:

I help (whom you do you help) (how you help them) (what results/transformation they get from your service/product).

For example, "I help service-based entrepreneurs create a market-ing strategy for their business

that stands out and converts their community to paying clients."

- How does my product/service solve that problem?

Being able to clearly identify the problem or the need that you are looking to solve is crucial in the foundation of every business. 47% of startups fail because there is no need for their product or service in their market! So defining that there is a problem and you can solve it is crucial to your success.

The Association of Military Spouse Entrepreneurs (AMSE) has several downloads and templates on their free membership dashboard, to help you work through each of these areas, including:

- Problem/Solution Worksheet
- Ideation Worksheet
- Business Validation Worksheet

MARKET RESEARCH

Another important thing you need to do when validating your business idea is market research! Market research is the activity of gathering information about your consumers' needs and wants.

While your product or service may solve a problem for you, it may not be a problem the general public faces or a service they would be willing to pay for. Doing market research will allow you to gather data to determine how successful your product or service will be for your ideal customer.

So often, entrepreneurs make the statement, "No one else was doing it, so I knew it was a good idea!" Frequently if no one else is doing it, this may be because there is no market for it. Do not get discouraged if there

is another similar product out there or hundreds of other people that already offer that service. That means there is a market for it. There is plenty of room at the table for you!

Think about how you can make your product/service unique and stand out. What makes you bigger, stronger, faster, and better? Then start doing market research by talking to and running your idea by people you think would buy your product/service.

Entrepreneurship is hard! But it's rewarding and provides an ideal lifestyle for so many military spouses. You can do this, and you can find tons of support to get your business started. Use these guidelines above to get your idea validated and set yourself up for success. If you need more support, you will find plenty of like-minded entrepreneurs at AMSE to assist you.

Every great business story started with an idea. Why not yours?



Hello Alice keeps you focused on the right resources to learn, connect and grow your small business.



Opportunity: Apply for a \$10,000 Grant and Virtual Mentorship

Hello Alice is connecting you with the right resources and the perfect people. Apply today!

Connect on Hello Alice with the Military Connected Business Owners Community
www.helloalice.com

HOW TO GET STARTED

SWOT Analysis: Your Framework for Success

By Christinna Kitchaiya,
AMSE Contributor

The idea of starting a business is daunting for anyone, let alone a military spouse - am I right? As military spouses, we face some unique challenges, and the thought of adding a successful business to that may seem overwhelming and only for the select few.

Yes, Starting a business is hard. Yes. It requires a lot of time and often, a lot of money. But yes, it is possible for you!

You want to have something for yourself, something you've built. You want to be able to support your spouse and your family.

The allure of being an entrepreneur or business owner is appealing, now more than ever. And guess what? Business training and resources are available today.

But where do you start?

How do you take this incredible idea and bring it to life? For starters, you need to have a well-defined business plan, whether you are just starting or are an established company. Stating and defining goals for your business and developing a strategy is the very first step to a successful business.

There is a simple, powerful tool that can help get you started as you map out these strategies called the **SWOT analysis**.

What is SWOT?

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It maps out your company's path towards your goals by identifying strengths and weaknesses (internal attributes) and opportunities and threats (external conditions).

Why is this a good place to start?

Here is why doing a SWOT is where you want to start when developing a business plan: it will save you time, start you off on the right track, help you gain a competitive advantage, and show you a realistic picture of what to expect. Whether you are a startup, agency, small company, large company, or running things on your own as a solopreneur, the SWOT analysis is where you start as part of your business plan.

The four categories of SWOT

Strengths and Weaknesses: Internal factors that mostly focus on the present and are within your control. These are things that can be changed over time. Some examples are company culture, reputation, and assets.

Opportunities and Threats: External factors that are largely outside of your control like market size, trends, and competitors.

Here are some questions to ask yourself or your team in each category to get the brainstorming session started:

Strengths: Your company/brand strengths are what separate you from the competition. They are what your company/brand excels at.

What advantages does your company have?

What do you do better than anyone else?

What are your unique selling points?

What resources do you have at our disposal?

What valuable assets does your company have?

What do your customers like about your company?

Weakness: A weakness is simply the opposite of strength and is what stops a company/brand from performing at its optimum level.

What areas can you improve on?

What does your company lack?

What things do your competitors do better than you?

What is holding you back?

What do your customers complain about?

Opportunities: These are factors that impact your company/brand in a positive way and that you can choose to leverage.

What changes in technology, policies, and social patterns can be a growth opportunity for the company?

Is the market changing in a favorable way?

Is the current economy going to affect you in a positive way?

What opportunities have you not pursued yet?

What new opportunities are becoming available?



Candra Burns, Founder of Talking Forests
Photo provided by AMSE

Is there a way for you to acquire useful resources that you do not already have?

Threats: A threat is going to include your competitors but also factors outside of your competitors like laws or economic conditions. These may be outside of your control, but you will want to create a contingency plan for them.

What are the obstacles to your company's growth?

Who are your competitors?

Is the industry changing in a way that could negatively impact your business?

Is a supply you rely on becoming scarce?

Are regulations changing in a way that could hurt your business?

Is your manufacturer unreliable?

How to SWOT

As a company, the SWOT analysis allows you and your team to brainstorm ideas from all departments. The process provides a forum for generating new ideas and brings people into the planning process that will need to implement it. To begin your SWOT analysis, start here:

1. The best way to start is to find a mentor(s) that are suited to your particular industry or style of business. This can take shape through one-on-one coaching, group coaching, online or off, or through

an agency like AMSE that provides support, tools, a community, and coaching.

2. Hold a brainstorming session. This process is best accomplished with a team. Although you can do it as an individual, you will gain a more well-rounded perspective when asking for outside input.

3. Include other perspectives on your team like those of your customers or ideal clients. As a solopreneur, these perspectives will be invaluable when looking at your business objectively.

4. Once you have your team ready, the next step is to go through and write down all ideas in each of the four categories.

5. Lastly, organize all the items in the lists by priority of how strongly the factor affects you and the likelihood of a factor occurring.

How to apply the SWOT Analysis

Now that you have put together a list of your strengths, weaknesses, opportunities, and threats, use that information to your advantage! The analysis is meant to ease the task of making tough decisions about resource allocation and where your attention should be focused first.

1. Use the information that you have gathered to develop short and long-term strategies.

2. Look at how strengths can be used to leverage your opportunities and minimize the threats to your business.

3. Look at how the opportunities can be utilized to mitigate your weaknesses or avoid risks.

Your SWOT analysis will help you to create a well-defined business plan with goals and strategies clearly stated. Now that you have taken the steps to a more robust strategy for your business, the other parts of the business plan can and should flow much easier. So do not underestimate that simple tool of SWOT!



HOW TO GET STARTED

Pricing Your Products and Services

By Georganne Hassell,
WISE Advise Assist Team

Making a break into the world of entrepreneurship is an exciting experience. The sense of purpose, professional networking, and budding business development can start new entrepreneurs on a high note, keeping them up at night just imagining future possibilities.

But the reality is that entrepreneurship can also be exhausting. The planning, coordination, investment, and emotional toll often add up quickly. Learning the ropes to a new endeavor definitely has its challenges. Entrepreneurs need to not only avoid early burnout but also protect themselves from a bad investment.

One of the best ways to do that is by learning the best way to price your self and services. The excitement behind the new business is justified, but it also needs to be grounded in the reality of the market.

Whether it's becoming your own boss or pursuing a passion project, there's always some high energy for a new entrepreneur. But there's also the need to really understand how you're going to turn a profit with your new project.

To learn more about making entrepreneurship work, I turned to Laura Early and Diana Jaquith, co-founders of WISE Advise + Assist Team. They both have plenty of experience in the pricing department. When they co-founded a virtual assisting agency, they decided to offer services from bookkeeping to web development. With a range of work in their wheelhouse, the pair also needed to decide on a pricing strategy that attracted clients and still supported their team members.

ANALYZE THE COMPETITION

Like much of business development and marketing, they recommend starting by looking at your competition.

Take the time to research what others are doing, how they're pricing it, and whether that approach is working. Full competitor analysis gives new entrepreneurs an understanding of the market and a reference point for pricing. Researching another business in the same field isn't likely to be sufficient. Analyze multiple competitors to get a stronger picture of the market and how their pricing adds up. Skipping this crucial step will leave entrepreneurs without any sense of how their efforts and investments in the business can be priced.

Once you have a full picture of that research and competitor analysis, you can ask yourself, 'how does my business compare?'

TIME TRACKING AND MANAGEMENT

Another often overlooked step in the pricing process is time tracking and management. It's important to understand exactly how long a service or product takes to make or deliver. But what about the marketing, onboarding, client communication, and other tasks that take up time? Those are crucial elements of time tracking and management.

It is important not to underestimate your time or your team's time to fulfill a service from start to finish. Keep in mind that there are so many tasks a business owner needs to complete in just a day. For example, don't forget to include not only the time it takes to craft a response to a customer's email but everything in between to get a true picture of your work timelines. Without it, entrepreneurs run the risk of underpricing themselves.

Carefully considering and tracking the time it takes to acquire and onboard a new client was crucial for WISE's successful development, say Jaquith and Early. With realistic expectations of how long it takes to gain and begin working with new



Photo of Courtney Ross, Founder of Sawgrass Marketing

clients, they are better able to price their services and provide work for their team members.

COST OF GOODS: THE WHOLE PICTURE

Getting a full picture of the cost of goods for the product or service rendered is vital. For example, WISE uses various software to keep their business running smoothly, from task management to payroll, and those costs need to be considered when pricing to clients.

Many new entrepreneurs start out thinking that business is a straightforward process. The business provides something, the customer pays me. But in reality, there are systems that you need to support and run your business, and those items will also need to be calculated into your pricing.

For businesses selling tangible products, those costs could add up from things as simple as packaging and shipping costs. Creating an end-to-end picture of the business's product cost will be critical to an overall pricing package.

Ultimately, proper pricing comes down to getting a sustainable profit margin. Early and Jaquith recommend setting margins at 50-60% for services and 75% or higher for products. These are margins that will change as the business grows and the owner's skills progress. As entrepreneurs learn and refine their product or service, they can work towards increasing their margins.

For both women, starting a business has been one of the most rewarding parts of their careers. Putting in the time and effort to get their pricing strategy right with careful planning and research made it possible for their business to grow consistently year by year. And these steps can help you succeed in proper pricing and business success, too!

Resources:

- | | |
|---------------|--------------|
| Time Tracking | Bookkeeping |
| • Harvest | • Quickbooks |
| • TSheets | • Wave |

Beginners Guide to Amazon

Amazon's Military Entrepreneurship Program (MEP) was formed by the Global Military Affairs team to provide educational resources and support to the military, veteran, and spouse-owned small businesses to launch as sellers on Amazon.com. MEP also raises awareness in the military community of the various ways you can start a business and be an entrepreneur through Amazon. Finally, we have provided customers on Amazon.com the opportunity to shop from these businesses through our Military Families Small Business Storefront.

We are excited to have AMSE as a valuable partner in this initiative to help empower military spouses globally in starting and scaling successful businesses. If you are interested in learning more, below are some helpful links:

sell.amazon.com/beginners-guide



HOW TO GET STARTED

Creating Your Business Model Canvas

By Gems Collins, AMSE Contributor

A Business Model Canvas is a higher level of oversight than a Business Plan. It's a great way to map out the details of your business and will help guide your long-term planning and goal setting. It's essentially a brainstorm of the key areas that you want to be focusing on to get started mapping out your business!

In the section below are some key headers with an explanation of what is required of each one.

Start working through each section in order, writing out your responses and thoughts as it relates to your business idea.

1. Your "Why"

You have already done some work on this in the section, "The Thing That Will Keep You Going When You Want to Quit Your Business." You'll want to clearly write out the "why" behind your business. Not the purpose or mission, but your personal "why" for wanting to start a business. This is one of the most important foundations.

2. Mission Statement

This is the reason for your business. It includes the effect you want your business to have on its target audience and what the tangible and intangible results will be.

3. Vision Statement

This is the long-term goal for your business, in terms of the impact and the legacy that you want to leave. It is the way in which your business will be referred to and remembered once you have

achieved everything you set out to do. For example, you may wish to eradicate unemployment among military spouses!

4. Values

These are both yours and your business's values. These values will guide everything you do in terms of how you conduct business, how you market yourself and your business, and how you will be essential in engaging with your audience.

I suggest having at least three core values, no more than five.

5. Market Research/Competitive Analysis

It is crucial to understand what is going on in your market. Understanding the data and trends of your ideal client will help you to best position yourself and fully understand exactly what it is that your audience needs.

Here are some things you will want to consider when entering a new market:

- Market share
- Strengths and weaknesses (check that SWOT)
- Your window of opportunity to enter the market
- The importance of your target market to your competitors
- Any barriers that may hinder you as you enter the market
- Indirect or secondary competitors who may impact your success

The Small Business Association (SBA) has a great resource that

includes much of this data for you here.

6. Operating Structure

How exactly do you plan on operating? This may change over time as your business grows. But consider the following:

- Will you work alone or with a partner/team?
- Is this a remote organization or do you require a physical location?
- Profit or not-for-profit?

Regardless of the structure that your business will take, you will want to consider creating SOPs (Standard Operating Procedures). These are documentation that clearly defines the steps in a process that you do on a daily basis. This will be helpful when it comes to outsourcing or taking on additional members of staff.

7. Revenue Generating Activities

Get specific about how you want your business to generate revenue. Consider that most successful businesses have more than one income-generating stream; don't panic, you don't have to have them all set up from day one! But it is important to plan and clearly define your goals from the start.

For example, are you selling a product or service? Will you create different packages, subscriptions, online courses, speaking opportunities, or ebooks? These are just a few examples.

When thinking about these activities, consider what price

points you would look to charge each one at. This will help to inform your financial planning each year.

8. Collaborations

Start thinking about organizations and other business owners that you could collaborate with. Look for people who share the same or a similar audience to you but who have a different offer. This way, you can both benefit from the relationships.

Write out some potential ideas below, and don't forget to check out the AMSE group on Facebook - a great place to find fellow entrepreneurs looking to collaborate!

OK, so now you've done all the foundation work - what's next?

Map out all your information into one clear and easy to read document for easy reference.

See the example below of a comprehensive business model canvas.

The one that you have created is a condensed "mini-plan" to get you started, which allows for flexibility and change as your business evolves. You're going to want to refer to this as you build your business. This is the story behind your business and is what drives your understanding of your customers, your market, your financial goals, and your overall direction.

It is this foundational work that makes or breaks a business. Ensuring that you have done the work now means that you will be prepared to handle anything and everything that entrepreneurship throws your way!

● Problem What problems are people facing? List their top 3 frustrations.	● Solution How will you solve these problems? Write down a solution for each problem.	● Unique Value Proposition How will you turn an unaware visitor into an interested customer? Create a clear and compelling one-liner message you want to send across.	● Unfair Advantage What separates you from competitors? What makes you ahead of the pack?	● Customer Segments Create 3 to 4 personas of the people you can help. Visualize these people who will turn to you for solutions.
● Existing Alternatives How are these problems solved today? This can be a direct competitor to what you are offering or the existing ways people are employing to address their problems.	● Key Metrics How will you measure the success of your product or service? List the key metrics.	● High Level Concept How does your product or service fit into the grand scheme of things?	● Channels How will you reach your target consumers? Direct marketing, social media, ads, partnerships - identify the effective ways to reach them.	● Early Adopters What are the specific characteristics of your early adopters?
● Cost Structure What are the fixed and variable costs to launch your product or service? Consider the cost at each stage from setting up a website, hiring employees, production, marketing, and bringing them to consumers.		● Revenue Streams What money sources will grow your money? How will you generate income? Show a pricing model of your product or service and include other revenue sources, such as sales and subscription fees.		

Successful Launch Strategy



US Air Force Academy PA

Photo credit: Kristen Christy, CEO "Live Life with an Exclamation Point"

By LaQuista Erinna,
AMSE Contributor

By now, you should be clear on your offer – what you are selling, who you are selling to, and how you plan to get your product or service to the client. From the moment your idea was planted in your head, you tirelessly worked to get to this very moment. Now is the time to hunker down and get familiar with your strategy for success. It is time to begin your successful launch!

Whether it's years or months in the making, the countdown to your launch is one of the most important steps you will make in your business. As you move forward in your entrepreneurial journey, you may make mistakes, but you will be able to perfect and replicate your launch process as you grow.

PLANNING

No one plans to fail, but your launch will fail if you do not plan. Preparation is the foundation of making sure your launch is a success. It is also the time when you will begin to map out your goals and how to accomplish them.

Step 1: Have a revenue goal for your launch.

- By setting your money goal, you can better figure out how much you need to sell to reach that figure.

Step 2: Set a realistic launch date.

- Now that you have a goal of how much you want to make in this launch, set a realistic launch date. If this is your first time planning a launch, you may not want to place an extremely high money goal with a tight timeline. Be ambitious, but also realistic in what you can achieve in a set amount of time.

Step 3: Deconstruct your timeline.

- Work backward from your launch date to ensure you can complete all of your tasks along the way.
- Don't know where to start? The Association of Military Spouse Entrepreneurs (AMSE) is a one-stop-shop providing support and guidance on starting, launching, and growing your business.

MARKETING

How will you market your product or service?

- Start by setting a marketing budget. It may not be a considerable amount initially, but you will want to earmark some funds specifically for marketing. Otherwise, how will people know about your offer?
- With a budget in place, decide on your method for marketing. Will you be utilizing GoogleAd Words? Or social media (Facebook Ads, Instagram, etc.)?
- Landing Pages for your pre-launch can be an excellent resource to keep potential clients in the loop and get them on your email list. Figure out any associated costs you will need for additional emails sent via your Customer Relationship Management (CRM) system.
- Double-check your plan to make sure you're not going over your allocated number of emails or upgrade to a plan that better suits your needs. You may be able to save some money by switching plans or systems.

GET ORGANIZED

Do you have a platform to help you manage your launch and stay organized? Organization is key. Although tedious in the beginning, you will be grateful that you took the

time to organize everything.

- Set up folders so you and your team will be able to quickly and easily access everything. Dropbox, Google Drive, Trello, and Slack are great options for organization and collaboration.
- Keep track of your launch tasks. Put it on a calendar, and make sure you adhere to your deadlines.

OUTSOURCE

One thing you must get clear on is when to outsource. There may be a tendency to want to do everything yourself. Doing it all could be due to budget constraints, fear of letting go of control, or simply not knowing who to ask or where to look. No one expects you to know or do it all. Because you're great at that one thing, it does not mean you can do all things. Face it - you're great at what you do. You have perfected your product or service to ensure that your customer has an enjoyable experience and is satisfied. There will be many things in the launch phase that you will have to hire someone else to do.

Have a tight budget? Interns, spouses, and even your teenagers may be able to help with specific tasks. You can also hire independent contractors or freelancers to help with tasks. Fiverr, Upwork, and Freelance allow you to search for and enlist the help you need.

YOUR BRAND

Know your brand story backward and forward. What is your mission? What inspired you to start your business? When you first created your product or service, you had an ideal client in mind. Understanding your ideal client, also known as your avatar, will be key to your success. You should know you're avatar's age, sex, marital status, occupation, disposable

income, whether they have children or not, what keeps them up at night, where they hang out, etc. Clearly articulate how you can solve your avatar's problems. Your avatar will connect with your story, your sales copy, and be "all in" because your brand will speak to their needs.

LAUNCH EVENT & LAUNCH DAY

The day you have worked so hard for is here! Will you have a launch event? Will it be online? On social media? If so, you must make sure everything is in place and working so your customers can purchase. Here are a few suggestions to ensure a smooth launch:

- KISS - Keep it simple, sweetie. You don't want to get too techie or complicated on your first launch, but please ensure all your platforms are working. If you have any technical integrations, make sure you have tested all of them beforehand to ensure everything works well together. There's nothing worse than having customers ready to buy and your site crashes, or there's a problem with the shopping cart.
- How are you collecting funds from your customers? Have a backup platform in case one goes down or if there is a hold up in funds availability. With the amount of potential fraud, some online payment processors may flag your account if you suddenly start processing large amounts of money. Know these policies beforehand to avoid any surprises.
- How is your sales funnel? Is your process complicated or straightforward? How are you keeping track and collecting data on customers who completed the purchase or those who placed items in their cart and then back out? Anticipate all scenarios in your planning phase and already have the solutions readily available before your big day.

AFTER THE LAUNCH

How did you do? Were you successful in meeting your money goals for your launch? Ensure you have a process to track everything from sales, client acquisition, attrition rate, and areas of improvement. If you had some hiccups along the way, that's okay. Customer reviews and feedback from your team will help make your next launch better. If you knocked it out of the park and met your goals, get testimonials to help build or strengthen your credibility.

Remember: done is better than perfect, but you must have a plan of action to achieve success. As you move through the process, always keep in mind that you are building something you can duplicate. Your first few launches may not include all of the bells and whistles, but you can get more sophisticated and improve on your launch processes later.

• MILITARY SPOUSE ENTREPRENEUR GUIDE 2020 •



Victoria Jameson, Founder of Send It Transactions
Photo provided by AMSE

First Steps to Funding Your Milspouse-Owned Business

Is it time to take the next step for your milspouse-owned business, but you're just not quite sure how you could fund your startup or growth endeavors all on your own?

As Army spouses and business owners, Liza Rodewald and Erica McMannes of the multi-million dollar company Instant Teams completely understand your drive and desire to do it all. It can be difficult to know what to expect, especially never having scaled a business or pursued equity financing through investors before. We've pulled from their personal experience, and they are ready to reveal everything you need to know about each startup funding stage. That way, you can identify the best "jumping off" point based on your current situation and be prepared to throw your hat in the ring to make your dreams a reality.

Bootstrapping + Friends & Family

Focuses on funding to invest in you, the owner, and the idea you're selling

In the summer of 2016, Erica and Liza had a little spark of an idea for what's now known as Instant Teams. That idea led them straight into months of hardcore planning and mapping out next steps for launching their MVP (minimum viable product) to target audiences. What exactly is a minimum viable product? Simply put, it's the product you're taking to the market knowing there will inevitably be multiple versions of it down the road. Ultimately, the faster you get it out into the world, the faster you'll get feedback to improve it.

But how can you get to that launching point and inject the funding needed to bring your seed

of an idea to life? The simplest route is always **bootstrapping**—starting and growing your business with minimal investment to reap the biggest possible benefit. While it generally poses more risk and requires a significant amount of elbow grease, it can be done successfully. Erica and Liza put their own money into the company for quite some time - nearly two years.

If you need a little more funding than you have on hand, it's typical to then also **focus on "easy sell" investors: your friends and family.** You may not be keen on the idea of asking those you love for money, but this is a popular alternative! After all, those who believe in you and care about you tend to be more willing to offer up some cash with very few strings attached (like a steep interest rate).

You can also kick start your business financially in some more creative ways. Great ways to do this would include crowdsourcing, applying for national and local grants, and participating in pitch competitions.

Pitch competitions and grant awards are an incredible opportunity to inject much-needed cash into a new business. Before their one year anniversary, Erica and Liza utilized two separate pitch competition programs and won a total of \$20,000 in grant award cash. The experience consisted of applying for the pitch competitions through an application process, submitting video pitches, and conducting live pitches in front of judges for the final phase. Winning early-stage pitch competitions requires a solid business foundation, a deep understanding of the market

you're selling to, and a strong vision (not to mention a good dose of grit and bravery). Instant Teams' COO, Erica McMannes says that the pitch competition experiences were intimidating at first but were the single most important exercise in getting out in front of people and getting over any fears of talking about the business in big ways. For pitch competition opportunities, for example, AMSE Alliance's upcoming fall conference Remote Revolution is a great chance for military spouses to have the opportunity to pitch their business. They will also have a chance to win start up costs and a prize package valued at several thousand dollars to help launch their business.

Once you've proven market fit and have generated revenue and traction, you are ready to put your foot on the accelerator to stay ahead of the inevitable competition. And you're probably on the verge of jumping into the next stage.

2 years into the business, Erica and Liza enrolled with the **Founder Institute**—a premier, 14-week pre-seed accelerator program. Their ultimate goal upon graduating from the program was to grow their outside network. They were both from small-town Midwest families and going to need all the help they could get. The idea was to then utilize that network to embark on the **seed round**—getting a warm intro to those outside investors on our list.

The resources and skills they obtained throughout the program proved to be invaluable. So, before you hit the ground running towards your ideal investors and think you can DIY it all, it's best if you arm yourself with the following skills for the greatest chance at getting a "YES":

- Create a solid pitch deck (a brief sales presentation - variations at 1-minute, 2-minutes, or 5-minutes long)

- Craft financial projections that illustrate "hockey-stick growth" (high growth potential)
- Have a solid understanding of your exact numbers (as "Shark Tank" investor Kevin O'Leary would say, "Know your numbers", market size, and who your customer is.

We know that all probably sounds overwhelming at the moment. The good news is, accelerator programs like the Founder Institute can guide you through the process of pulling together all this information. As an AMSE Partner, AMSE Members get 1 FREE seat per location per application cycle at every FI location worldwide! This is a valuable opportunity to network with others and pick up these skills and resources. When you build up opportunities for warm intros, you'll hear a "YES" to pitch your startup more than a hard "NO."

Starting and growing your business is exciting. But it comes at a cost. At some point, you may find yourself diving into any one of these stages to get the funding you need to fuel your visions.

Will the process require a significant amount of moxie? Absolutely. But we know you've got what it takes to succeed at bringing investors on board. You just have to take the leap. Now, go get 'em!

About Instant Teams:

Written by Army Spouses and Instant Teams' founders: Liza Rodewald (CEO) and Erica McMannes (COO). Instant Teams proudly serves mid-market and enterprise level customers with functional remote team solutions through our remote team software (Arti) fueled by a remote workforce of 10,000+ military spouses.

Free Facebook group of 2500+ MilSpouse Creatives, Freelancers, Small business owners and Entrepreneurs! Just like YOU! Who want to create or grow their business network.

Daily Prompts + Support + Community Experts + Channels + More

GROWING

So, You Want to Build an App?

Finding solutions to real problems is key to creating an app that will make a real impact in your community.

Maria Reed

Cofounder of My Ultimate PCS App

There are over 2.7 billion smartphone users, so it makes sense that the app industry is booming. Studies show that most Americans check their phone on average every 12 minutes. Crazy, right? But it's true.

**Key Mobile App Statistics

- Mobile apps are expected to generate \$189 billion in revenue by 2020.
- The Apple App Store has 2.2 million apps available for download.
- There are 2.8 million apps available for download on the Google Play Store.
- 21% of Millennials open an app 50+ times per day.
- 49% of people open an app 11+ times each day.
- 57% of all digital media usage comes from mobile apps.
- The average smartphone owner uses 30 apps each month.

All these statistics are just some of the reasons why the app industry is thriving. And with that, there is also plenty of competition. Competition is healthy. Nothing wrong with that. So how is yours going to be different?

As the co-founder of the My Ultimate PCS app, I want to share with you the process we went through to make our app live:

Phase 1 - Ideation

Questions to ask yourself:

What problem does your app address? How is it going to provide a solution? What and who is the market size that will use the app? For the My Ultimate PCS app, we looked at these factors:

- There are over 3 million service members including reserve and national guard and over 1 million military spouses.
- 325,000 military families move each year.

Given this information, approximately 200,000 military families would benefit from using the app annually.

1. **Do Your Research** - Before you begin to invest money into building an app, research your industry. Are there any other apps doing the same thing or something similar? Don't get discouraged. It's OK if your idea is similar. If so, what makes your app idea different?

2. **Mentors** - Work with industry professionals as mentors to run your thoughts and concepts by. Make sure that everyone you are speaking with signs a Non-Disclosure agreement.

3. **Focus Group** - Create a focus group with your archetype. An archetype is the original pattern or model from which all things of the same kind are copied or on which they are based; a model or a prototype. Just because you think your app is a great idea doesn't mean people will pay for it, download it, and use it. You need to test your idea and know your user base.

If you are confident that your app is viable, then it is time to move onto the next phase of the process.

Phase 2 - Development

1. **Things You Will Need** - Purchase your domain, build a website landing page, create a newsletter, and incorporate your business. You can do this on your own or hire an attorney and website designer. When you create your landing page, one important feature to have is a waitlist sign-up. You will start collecting emails and be able to send newsletters to potential users excited about the app launch. Refer back to the resource section later in the book on great programs to use to start email marketing.

2. **Outline The User Experience** - Think about how you want the



Desiree Martinez, Founder of All-In-One Social Media
Photo provided by AMSE

user to go through your app. Flush out your wireframe idea: when the user opens the app, what is the first thing that happens, what happens next, etc. You can draw this out on paper or use a sketch template. There are several free resources that can help you get started, including this one.

3. **Brand The App** - Chances are at this point, you will need the help of a designer who can work with you on branding, logo, color choices, and looking for the app. Make sure to have anyone that works with you sign a work-for-hire agreement along with a scope-of-work agreement. If you cannot hire a designer, you can start using Canva, a free web-based graphic design tool.

4. **Your Development Team** - To begin the coding process, you will need to work with a developer. Decide if you are going to start with one platform like iOS or if you are making for both iOS and Android. There are high costs in building for both platforms. We began by building the My Ultimate PCS app for iOS only. Depending on your budget, you may choose to work with a US developer or someone overseas.

5. **Your Developer Account** - Whether you choose to go with iOS, Google Play, or both, you will need to set up a developer account with each platform. These programs are not free; there is an annual fee and processes to set up your account.

6. **TEST TEST TEST** - Once your developer has given you a BETA version of your app, test it. A BETA version is a measure of the volatility or systematic risk of a security or portfolio compared to the market as a whole. Make sure the app flows the way you want it to work. Find the bugs and fix them. This process may take a couple of months, so try not to grow

frustrated. Please understand that mobile app development is not something you can put into the world and then walk away from. It is an ever-growing and developing thing.

Phase 3 - Deliverable

1. **Shout It From The Rooftop** - Once your app is ready for public download, you will need to let everyone know that your app is LIVE. This will require marketing, email blasts, social shares, and strategic partnerships with influencers in your community.
2. **Prepare a Pitch Deck** - Creating a pitch deck for your app is an important part of telling your story. Developing the app is only one part of the process. Now people need to know about it, your "why," and how they can connect.
3. **Generate Media Interest** - Write a press release and send it out to every relevant publication, podcast, news outlet, and business you wish to support your app.

This is all great! Now that you have taken your app idea, developed it, and delivered it to the world, you are ready to watch your app make its impact. Congratulations!

<https://nypost.com/2017/11/08/americans-check-their-phones-80-times-a-day-study/>
<https://buildfire.com/app-statistics/>

<https://www.statista.com/topics/1002/mobile-app-usage/>

<https://themanifest.com/app-development/mobile-app-usage-statistics-2018>

<https://www.comscore.com/Insights/Presentations-and-Whitepapers/2017/The-2017-US-Mobile-App-Report>

<https://techcrunch.com/2017/05/04/report-smartphone-owners-are-using-9-apps-per-day-30-per-month/>

LET'S TALK FACTS

AMSE HAS OVER 1000+ MILSPOUSE ENTREPRENEURS, FREELANCERS, CREATIVES, AND SMALL BUSINESS MEMBERS GLOBALLY.

ENTREPRENEURSHIP SPOTLIGHT

Milspouses Breaking the MOLD!

12 Military Spouse Entrepreneurs You Need to Know.

Laura Early

Wise Advise + Assist
Outsourcing and Remote Teams
www.wiseadviseteam.com

The Entrepreneur

Laura Early- co-founder and Deputy Director for Wise Advise + Assist. WISE Advise + Assist Team is a virtual team of military spouses, veteran spouses, and veterans who help small businesses fulfill their needs in public relations, business strategy, bookkeeping, digital marketing, web design, and more.

Background

Laura started her career in the non-profit industry and traveled all over the world. After marrying her husband over seven years ago, she found that it was difficult to maintain the job she wanted while also moving and being a military spouse. After speaking to another military spouse and both of them expressing their frustrations, they decided to do something about it. They created a one-stop-shop for assisting other military spouses on their entrepreneur journey.

Owning Her Own Business

Starting her own business allowed Laura to show herself grace with the "struggle of the juggle" with her work/life harmony. She has now moved three times, but the company hasn't had to skip a beat. No more "starting over constantly" as she did in the beginning.

Finding Content in the Chaos

She found that as you build your business, "It



doesn't get easier. There is always something to do and never really a time when you are all caught up with work." However, Laura emphasized the importance of being content in the different seasons of the business. Find the schedule, boundaries, and processes that work and try to maintain those throughout the journey. "It was important for me to remember why I got into this business. It wasn't just so others can have the life, family, and business; it was so I could have that as well."



Adam Evans

Instant Handz
Employment and Services
www.instanthandz.com

Born to be an Entrepreneur

Adam was a new military spouse with an MBA in Entrepreneurship. Due to military life's inherent lack of stability, Adam needed to figure out the next steps in his career. This active-duty Air Force spouse was born for entrepreneur life. He just needed to find the right business and partners.

The Struggle and an Opportunity

Military families struggle with two main areas: earning extra money to fill in the gaps that occur

in real life and finding help with odd jobs without being overcharged. Enter InstantHandz. This company was founded with the goal of bringing neighbors together to help one another with small jobs in and around the home. The uniqueness of InstantHandz is that "it allows you to customize your services and skillsets, you can serve those within your military community, and you can take it with you no matter where you may PCS to next."

The Magic was Born

Adam heard about InstantHandz, contacted the founders, and the magic was born. He took his entrepreneur skills and put them to use in a company he believed in. After partnering with the founders Sam Celaya and his wife AnnaMarie, InstantHandz has made a significant impact in the military community in the short time it has been in business.

Trust Yourself and Your Vision

When the naysayers attempt to derail the vision, even from good intentions, it is easy to think "maybe they are right". It can be hard to trust your instincts and to keep moving forward, InstantHandz is already making large strides with its mission and vision, but Adam expresses that when they remember to trust the course they are on, it pays off in the end.

The Future

Instant Handz' goal is to expand to every military base around the world, supporting military and veteran families first and foremost.



Eloise Drane

Family Inceptions Surrogacy
Health and Family Planning
www.familyinceptions.com

The Business

Eloise, a veteran Marine spouse, is the founder and CEO of Family Inceptions, a surrogacy and egg donation company. They believe that making your dreams of a family come true doesn't have to be hard. Whether you're an intended parent ready to create a family legacy, an empowered woman inspired to become a gestational surrogate and give the gift of parenthood, or an egg donor looking to make a difference, they are determined to be here for you.

So Much Need and Not Enough Resources

After donating a kidney to her sister, Eloise saw an ad for egg donations. This "planted the seed in [her] mind" for the future. Later on, she inquired again about egg donations and was blown away by the many responses and inquiries she received. After donating her eggs over six times and serving as a surrogate herself three times, she realized the immense need that wasn't being filled. She decided to start her own company.

Biggest Challenge

She encountered a lack of guidance with entrepreneurship and starting a business. "When it comes to what it takes to actually start a business, maintain a business, and go through the steps, there was nothing." She also witnessed first hand the financial struggles military families face when looking into her services. She works closely with Resolve, an organization advocating for military families receiving financial assistance for family expansion.

Naysayers Beware

"You may not be able to do it, but I can!" Eloise is a firecracker in the business and is determined to continue pushing towards her goal of helping more and more families expand and grow as they wish.

Advice for Other Spouses

Eloise encourages new entrepreneurs to reach out to any resources available: podcasts, mentor groups, and associations like AMSE. She also advises that one must be "willing to take pieces of information from each group to make it your own".



This project has been a true honor for me. As a relatively new entrepreneur, I have experienced highs and lows throughout my journey. It is important not to lose perspective and remember I am not the only one who has been down this road. While I interviewed these amazing military spouse entrepreneurs, I have been overwhelmed with the inspiration and stories behind their journeys. I am reminded of the importance of sticking to a dream, learning from others, collaborating over competing, and how military life doesn't have to keep us from pursuing our dreams. I hope as you read these stories you will feel what I felt, that you will keep pushing forward and that you will take time to go and check out the fruits of their labors.

- By Norealee Jones, AMSE Contributing Writer

• MILITARY SPOUSE ENTREPRENEUR GUIDE 2020 •

ENTREPRENEURSHIP SPOTLIGHT



Alison Banholzer

Wear Your Spirit Warehouse Inc.
Manufacturing
www.wearyourspiritwarehouse.com

What Is Business?

As the Founder of WYSW, Ali has succeeded in surpassing the challenges of growing a business and is often caught supporting her team and community. Her motto is, "Life is Hard, T-Shirts shouldn't be!"

How She Started

Alison originally started working with scrapbooking supplies and equipment. When the recession of 2008 hit, she needed to figure out what she could do with what she already had at her disposal. So she went the entrepreneur route and took small projects of making banners for local businesses.

Then, she expanded her business to embroidery, screen printing, and sublimation over time.

Military Life Created an Interesting Schedule

Although she did not experience the long deployments that some military spouses do, there were a lot of disruptions in the schedule with her husband's active-duty status. "He would be gone for four days, back for two, back out for three, and home for one day". As a mom, she would always have a contingency plan and backup. Having those plans in place created some stability to help her make the business grow.

Biggest Challenge

During a big boom of her business, she was tragically stuck when her husband suddenly fell ill. Alison took a break from the business to focus on her family until her husband passed in 2016. After losing him, Alison knew that she would need to pivot her business back out to commercial space as the main provider for her family. As the needs of business and the current climates of the nation have shifted, she continues to "pivot [her] business, which can continue to be a challenge".

Collaboration Versus Competition

Alison feels it is vital to surround yourself with a really strong tribe and try not to see your competition as competition. "There is enough business in this world for everyone! As an industry, we are more professional and we rise when we collaborate versus pivoting based on what someone else is doing."

Find the Strength

Alison finds strength and inspiration through the memories of her husband. "He was the commander of Air Force One, and he was excellent at everything he did." Alison carries his command coin in her pocket every single day to remind herself that, "I may never reach that level of leadership and expertise, but I should try." You are only limited by your own boundaries.



Monica Fullerton

Spouse-ly
E-Commerce Marketplace
www.spouse-ly.com

The Entrepreneur

Monica is a twin mom and an active-duty Air Force spouse of almost seven years. After graduation, Monica went into the corporate world for work and learned from many big companies how to build a business from the ground up. Her passion for helping others and supporting fellow military spouses fueled the fire to create Spouse-ly. Spouse-ly is a "one-stop-shop for military spouses products and services." When you shop on Spouse-ly, you are truly supporting the military and veteran community and their business ventures!

How Can This Change the World?

Monica's goal with Spouse-ly is to make it a household name. "I want someone who is looking for military spouse and veteran-owned services or companies to immediately know to go to Spouse-ly first." Spouse-ly has the potential to change how people shop small and support small businesses, Monica feels that what will really set her business apart is that there are both products and services on one community-based platform.

Hasn't This Been Around for Awhile?

One of the biggest challenges that Monica has faced is pursuing her dreams while also focusing on brand awareness. "There is complacency when people feel like Spouse-ly has been around for a while". Monica feels that by sharing her story and how she is building the company from the ground up, she is providing the best way to build credibility and authenticity. "Keeping my foot on the gas pedal and remembering all the positive feedback I have received so far helps me keep going."

Inspiring Words

Monica shared that one of her biggest inspirations is from Eric Thomas: "When you want to succeed as bad as you want to breathe, you will be successful." Those words inspire her because they hit close to home. Monica says that is exactly how she feels about her business and it spoke to her, pushing her towards her goal. For those starting out with this journey, Monica encourages new entrepreneurs to reach out to their communities and fellow military spouses for support, "to help each other piece the puzzle together."

Chavah Grant

Vida Chic Weddings and Events
Event Planning Service
www.vidachicweddingsandevents.com

Luxury Business

Chavah is a military spouse of six years with an eye for details. Her business, Vida Chic Weddings and Events, is a luxury event planning boutique with a special focus on making each event unique. From weddings to corporate holiday parties, Chavah knows that everyone is at a different place in the planning process and is here to help as much or as little as needed.

The Journey

Chavah didn't start off with planning glamorous events. While in high school, she took a summer job as a theme park custodian. Due to her good attitude and attention to detail, she caught the eye of her superiors. She was eventually asked to run the events at the theme park! This propelled her into starting her own successful business with the on-the-job training she had compiled over the years. "If I can do this for a large company, why can't I do it for myself?"

There are Highs and Lows with Business

Chavah noted that there are waves of highs and lows with her business, especially in the wedding and event industry. In some seasons, you may feel more burnt out with the busy work; in other seasons, your plate may be full of good solid opportunities. "The harder the low, the more momentum you've got to go higher the next time." Between that knowledge and remembering that you are not alone, Chavah feels inspired to keep climbing in her business.



See Military Life as an Opportunity

Chavah believes that all military spouses can become entrepreneurs. "It doesn't matter what you are doing. If you are doing something well for someone else, then you can do it for yourself." She also notes that when PCS's and deployments come at us, it is important to think about how you can use it to your advantage. "In some ways, the military lifestyle helped my business because I would never have expanded and created a new location if we hadn't moved". Take a survey of your situation and actively look for ways to use it to your advantage.

• MILITARY SPOUSE ENTREPRENEUR GUIDE 2020 •

ENTREPRENEURSHIP SPOTLIGHT

Brittany Rhodes

Black Girl MATHgic
Education and Subscription Box
www.blackgirlmathgicbox.com

The Beginning

Brittany is a veteran Navy spouse and self-proclaimed math enthusiast from birth. Education has been very important in her household. Although it wasn't the initial plan, she received her degree in math and started tutoring children in her hometown of Detroit. She noted that many of her students did not have fundamental math skills.

Black Girl MATHgic Was Born

When Brittany first started dating her husband, she discovered that he was a lover of subscription boxes. That was the introduction to the model and "the seed that started it all". In 2018, she discovered that there were a lot of STEM boxes but none that focused on math skills. "The issue with that is if the goal is to get our children more interested in STEM, then we needed to focus on the basic fundamentals of math. Every single STEM field will require a lot of math!" Today's kids, especially girls, were going to college excited

about STEM, only to realize the amount of math required. This would often discourage them.

The Math Star

Brittany specifically wanted to focus on (helping or serving) Black girls: "They sit at the intersection of persistent race and gender gaps with STEM". She wanted to address these gaps head-on by creating a fun, engaging math subscription box. "I also wanted to create something where a Black girl can see someone just like her centered as the math star!"

You Should Not Have to Choose

Black Girl MATHgic is the first and only math subscription box of its kind. There is a featured woman mathematician with her own bio every month, giving a complete experience to the student. "The girls get to see women just like them doing amazing things with math". Additionally, there are creative aspects like stickers, coloring pages, etc. all related to the box theme. "You do not have to choose between being creative and doing well in math!"

Start With What You Have

"Do not feel like you have to come out of the gate with all the bells and whistles, [being] so polished and so perfect. Done, but also still high quality, is better than perfect."



The Future

"I want to build a critical mass of girls that not only have the [math] skill but also the confidence." Brittany continues to fight for all girls to know that they can be whatever they want to be. Lack of confidence should not be a factor.



Gracie Smith

Athena's Elements
Reseller
www.athenaselements.com
Athena's Elements on Amazon

Business

Athena's Elements is a small family-owned business founded in January 2015. Gracie is a mother of two and a business enthusiast who loves to create things that make other people's lives easier. She is also a proud Navy spouse relocating as her husband's career takes them around the country.

Connections are Key

There wasn't a specific event that launched Gracie into entrepreneurship. After seeing a friend's post on social media, she took the plunge for her first \$20 course on entrepreneurship with eBay. Through her connections in those groups, she eventually

took another course and connected with Amazon and other e-commerce businesses. "By knowing what you want and putting your intentions out there, you are going to find it."

Managing Through Family and Military Life

Military families adapt to things quickly. It is the same with business. Gracie expresses the importance of recognizing that, "It is hard, but you need to push through to the next thing that you want to do." Overthinking is going to cripple the progress. It can be hard with kids, but Gracie knows her limits. "If I can't do it now, I can't do it now. I will try again another time".

Biggest Challenge

Cash Flow! Gracie knew she wanted to go big, but the course she had her eyes on seemed out of her reach. Her husband supported her, but the cash flow wasn't there. "I had to weigh the options and make the choice." So she charged the course and took the chance. "My husband said 'The only way to make money is to go out there and get a job.' So I told him, 'Well, give me a few months and I will prove you wrong!'" The skepticism was understandable, but Gracie's determination propelled her to where she is now.

More Time for What's Most Important

Having an e-commerce business with Amazon has created a flexible life that Gracie has always wanted. "Most of my business is on auto-pilot, which lets me spend more time with my family and travel." Athena's Elements focuses on quality time with DIY activities, allowing more families to use their time in wholesome ways and away from screens and distractions.



Megan Malone

The Akazi Project
Jewelry with Purpose
www.theakaziproject.org

The Beginning of It All

Megan considers herself an unintentional entrepreneur. "Akazi was formed from necessity." Utilizing her background in global health, Megan and her sister-in-law created the Akazi Project, an accessory line providing funds for their own women's health clinic. "We saw a public health emergency that was killing women with a disease...and we knew we had to act." While taking a break to have a snack during a long day on a charity tour, Megan noticed all the natural gems located on the ground. After talking it out, they "came up with

the idea to use locally sourced items to create jewelry that would connect women globally and in efforts to create community while helping lessen the burden of cervical cancer for women in Malawi."

The Biggest Challenge

Far and beyond, Megan expresses the struggle of working internationally. You are "working with a different culture with many systemic hurdles we need to jump [through] to make things work." Additionally, she states that it is a struggle working in women's health in a country where women are rarely given the opportunity to make health decisions for themselves if they have access at all. "The women we serve are why I put my all into Akazi. We work for them, and future generations of women who deserve access to proper healthcare."

Creating a Long-Lasting Change

One of the most inspiring parts of Akazi is that it allows you to be a part of a community for the greater good. "It allows you to put your money where it matters." Megan hopes that when a necklace is purchased, "Customers know they are creating generational change and a genuine impact."

Advice for New Endeavors

Working with other cultures and countries, the Akazi project has experienced ups and downs. One piece of advice Megan shared is, "The loudest voice isn't always the best advice." Listen to multiple options and go with what is best for you.

Change for the Greater Good

Megan expresses hope for the future both with the project itself and also through the women in Malawi that are employed by Akazi. She states that seeing their joy and their families thriving brings her joy. She knows that there is a bigger impact on the future. "Without them, this all wouldn't be possible."

• MILITARY SPOUSE ENTREPRENEUR GUIDE 2020 •

ENTREPRENEURSHIP SPOTLIGHT



Melissa Aguirre

Mel Marie Yoga
Yoga Studio Chain
www.melmarieyoga.com

About the Boss

Melissa is an active-duty Army spouse of 10 years and a yoga enthusiast. She was on the path to becoming a writer in college but practiced yoga on her own as part of her mental health journey. She is the founder of MelMarie Yoga. She specializes in working with the military population through mindfulness programs such as MilMindbody and in opening the first yoga studio on a military installation.

How It All Started

When engaged to her husband, Melissa recalls one of the biggest reasons for becoming an entrepreneur was when one of her professors shared with her an article about how yoga was used for military members after deployment to assist with their reintegration. "I told myself - this is what I will do! I will get married and teach yoga to military members and their families." So while her new husband was away on deployment, Melissa started training with a heart of passion.

Obstacles Moved Her to Success

When she pushed to her first duty station at Fort Bragg, her dream yoga studio rejected her as a teacher. She took 24 hours, "to get over myself, and I went on Craigslist. I found a woman who wanted to open her own studio. I helped her and from there, I had a platform." Since then, she has worked with MWR (Morale, Welfare and Recreation) and the Wounded Warrior Project. And just last year, she opened the first yoga studio ever on a military installation.

Advice for MilSpouse-Entrepreneurs

As a military spouse, Melissa believes she is in a chronic state of problem-solving. "Pen to paper helps me get my thoughts clear about the circumstances that come to the surface. Keep it simple. Sometimes you just have to sit down, pen to paper, to figure out everything." However, she does wish that she had hired an accountant early on in the business. It would have freed up that portion of her time to focus on what she is more passionate about.

The Future Is Bright

Melissa's missions are to empower military spouses, to make yoga be a part of veteran health, and to have a yoga studio on every military installation. "There are so many barriers to what yoga is and how to learn it. It's not about performance. It's about the experience and building your own connection to yourself." Her teaching style is diverse and allows everyone at every level to have access to the benefits.



Rebecca Romanucci

Dynosafe
Product
www.dynosafe.com

What is it?

DynoSafe is the only smart, IoT (Internet of Things), temperature, and climate-controlled container that secures to your porch/garage/home/office. This enables complete, unattended processing of incoming and outgoing parcels, including perishable items like groceries, produce, medication, restaurant food, electronics, and more. No more scheduling your life around deliveries!

If You Can't Take the Heat

A registered nurse from a military family, Rebecca came up with the idea for DynoSafe after her

mother's medication was left outside in the Arizona heat. She knew it was no longer safe to use. Many people have to have medications such as insulin and chemotherapy medication delivered to their home, and it must be maintained at specific temperatures to assure stability. Additionally, with more and more instances of "porch pirates", small businesses were suffering by having to issue refunds or resend products. That wasn't something she was willing to continue to happen.

The Balancing Act as a Military Spouse

Military spouses are notorious for not asking for help. During deployments, Murphy's Law inevitably comes into effect. Rebecca recalls the balancing act of a military spouse and business owner: to maintain your independence and push through with the business while also taking the steps back and asking for assistance. She also notes that prayer was a huge source of comfort and peace during those more difficult times and reflects back on that often while moving forward in her business.

How Will This Change the World

Rebecca understands how the world is changing. But even with the increase in online shopping options, there is still uncertainty of the safety and flexibility of families to use those options. DynoSafe "truly provides a safe, completely contactless delivery model" for online groceries, medication, and package delivery, providing security for the consumer and the business alike. We don't need to feel like "we are waiting for the cable guy anymore".

Don't Stop Talking About Your Dreams

The more you talk about your business; the more you put yourself out there; the more you take those chances and you go to the seminars and zoom calls; you will always walk away with connections to move onto the next step. "So, saturate yourself with like-minded individuals, companies, and entrepreneurs. People truly want to help other people!"

Lianne Dobson

Gemini Naturals
Hair Product Line
www.gemininaturals.com

Physician Assistant Turned Hair Queen

As a former physician's assistant and beauty blogger, Lianne experimented with many natural hair products and colors over the years. She noticed the health of her own hair was becoming compromised with the use of the products currently on the market. "I started looking for temporary colors for my own hair and couldn't find what I was looking for. So I decided to make my own." After several different formula trials in her own kitchen, Gemini Naturals color gel was born.

Standing Out in More than Color

"There are typically not a lot of products on the market specifically made for curly hair like mine." She explains that dark curly hair is usually dry more texture, and the products typically make the dryness worse or require a "lifting agent" causing more damage. "They were either too dry or they didn't show up on dark hair, so I wanted to create a product unlike what was on the market." Gemini Natural products were created to show stand out color and to provide the opportunity for showcasing personalities without sacrificing the health and beauty of the natural hair.

Empowerment through Self-Expression

Through their branding, Gemini Naturals wants to encourage "the empowerment of self-expression through your hair color." Just as women use makeup or their clothes to help them feel confident when they leave the house, Lianne is hoping that her products will create the same lasting effects.

She Wouldn't Change a Thing

When asked about her past experiences in the



business and what she would change if, given the opportunity, Lianne was clear: "I wouldn't change a thing. Thinking of every opportunity, both good and bad, has provided me with an experience... I don't believe I would be where I am without those experiences." Lianne also says that it doesn't mean things haven't been hard but, learning through the hard times is what can separate you from other companies.

The Best Resource

Social media groups in your niche have a wealth of knowledge. It is a place where you are usually free to ask questions and get feedback. "These have been the biggest resource for me, and I would recommend it to anyone."

RESOURCES



Pamela Chavez, Health on the Homefront
Photo by mlspouse, Rachel White

You Can't Start or Grow Your Business Without Help

We wanted to give you a list of some of the best tools and resources to utilize in building or growing your business.

NAMING YOUR BUSINESS

Before ever selecting a name for your business, you need to make sure of a few things:

1. **Legally Register-** Make sure another business is not utilizing that name. Check www.opencorporates.com. This will make sure another business has not legally registered that name. Check for variations as well. This will prevent future legal issues as well.
2. **Domain-** Check that your domain is available. Use www.godaddy.com and see if your website name is available. Other choices can be to add "the" at the beginning, or select a ".co" or ".net" if your domain is taken.
3. **Social Platforms-** Check your social platforms; start with Facebook, LinkedIn, Instagram, Twitter and Pinterest. Is your company name available? Are there businesses that are similar? Make sure the ending is your business name: example www.facebook.com/mybusinessname.

LEGAL

Legal is important for a number of reasons. You will need to set up an LLC, have basic agreements looked over (NDA, Partnership Agreements, Contracts, Invoices etc). Here are a few great places to get you started:

1. **Beginner-DIY** (Never recommended if possible to do your own legal)
2. **Intermediate-Legalzoom**
3. **Advanced-Attorney**

LET'S TALK
FACTS

42% OF AMSE
MEMBERS ARE
MINORITY OWNED
BUSINESSES

IRS

You will need a business tax identification number. This will be needed for just about everything in business including setting up your business checking accounts. Be sure to register your new business with the IRS at www.irs.gov.

BUSINESS LICENSES/PERMITS

Every business is unique to its city, county and state. Be sure to check if you need to have a special permit or license to operate your business where you are located. For example, some cities require a business permit for a nominal fee. Other businesses (like food-based services) may require health and handling permits. Do your research or check with your local chapters here to get information.

1. **SCORE**
 2. **SBDC**
 3. **SBA**
- ## WEBSITE

Every business *must* have a website. I know it seems scary and intimidating, but a business without a website is like a restaurant without a menu. Even if it is a single landing page,

you must get at least that up. Give it a shot on the sites below (some are VERY plug and play, trust us)! If not, set aside a tiny budget for at least that landing page.

1. **Beginner-Wix**
2. **Intermediate-Squarespace**
3. **Advanced-Wordpress or custom built**

Email Marketing

Email marketing is crucial to business success. You must have a way to collect, store, and contact your email addresses and customers/clients information. On your website or landing page, make sure you are always collecting emails. It is the best way to directly communicate with your audience and is the most valuable resource you will have!

1. **Beginner-Mailchimp**
2. **Intermediate-Aweber**
3. **Advanced-ConvertKit**

CRM

What is CRM? Customer relationship management is a tool to manage your company's interactions with your customers and potential

Start your own
business with Amazon

Amazon.com/buildyourbusiness

Build your
business
with Amazon



• MILITARY SPOUSE ENTREPRENEUR GUIDE 2020 •

RESOURCES

customers. It helps you to stay connected, streamline your processes, maintain leads, and make sure no communication falls through the cracks. Here are a few good CRM platforms to try:

1. **Beginner**-Fresh Sales
2. **Intermediate**-Zoho
3. **Advanced**-Hubspot

SOCIAL MEDIA MANAGEMENT

So after you set up your social media pages, how are you supposed to possibly spend hours a day posting your social media content? You don't - you automate it! Automation with social media tools allow you to put all of your graphics and content in one platform, batch schedule it out for the month, and let it go. Pop in here and there and simply engage with your audience, answer inbox messages and respond to shares.

1. **Beginner**-Planoly or Buffer
2. **Intermediate**-Hootsuite or Smarterqueue
3. **Advanced**-Agorapulse or Social Studio

GRAPHIC DESIGN

In business, graphic design is essential. You need graphics for your website, social media channels, flyers, logos, pitch decks, and sales materials. But with new tools, it's never been easier to have access to easy ways to DIY or get someone amazing to help you.

1. **Beginner**-Canva
2. **Intermediate**-Outsource (Hire AMSE member-Check the AMSE Slack)
3. **Advanced**-Adobe

COMMUNICATION

As you grow and start to communicate with clients, customers, partners (and eventually your employees), communication tools are CRUCIAL to growing and operating efficiently. Here are a few of our favorites.

1. **Beginner**-Zoom
2. **Intermediate**-Slack
3. **Advanced**-Marco Polo

PROJECT MANAGEMENT

Staying organized and on top of your to-do list is imperative to not only your mental sanity, but to your efficiency as a business owner. Project management software should be the backbone of your business. So toss

that pen and paper (seriously right now), move those checklists digital, and start adding team members, clients and teams so you can easily manage projects on a scalable level.

1. **Beginner**-Trello
2. **Intermediate**-Monday
3. **Advanced**-Asana

VIDEOS

With new easy-to-use tools, you can now make videos for your business to use for your marketing and outreach. Try one of these:

1. **Beginner**-Vimeo Create
2. **Intermediate**-Wave Video
3. **Advanced**-Magisto

CALENDAR LINKS

Do you know how many hours a year people can waste emailing back and forth trying to coordinate a time to meet? Having a calendar link to send someone or to list on your website for direct consultations automates your life in many ways. It's important to set you up for success. The less time you spend on menial tasks, the more time you spend on landing clients or doing the work that matters, right?

1. **Beginner**-Google Calendar
2. **Intermediate**-Acuity
3. **Advanced**-Calendly

ACCOUNTING

Once you have your business checking account, you can connect it electronically to your accounting software so all of your transactions are automatically downloaded. Long gone are the days of shoeboxes of receipts. Electronic transactions make life easier. Here are a few of our favorite accounting programs:

1. **Beginner**-Wave
2. **Intermediate**-Freshbooks
3. **Advanced**-Quickbooks

INVOICING

When you start invoicing clients, you will want a system that houses all of your invoices in one place, automatically send reminders, and auto invoices monthly. Even better if your system can collect the payment online, automatically. Here are some great places to get started:

1. **Beginner**-Paypal
2. **Intermediate**-Dubsado/17 Hats
3. **Advanced**-Quickbooks



Tiffany Haywood, the Mrs. Tee
Photo by millspouse, Tysha Hallman

CONTRACTS/PROPOSALS

Similar to contracts and proposals, you will want to automatically send them to clients electronically, allowing you and them to e-sign and house them digitally. No one prints, signs, scans and sends back. Your chances of landing a client just due to that process vastly lessens. The easier you can make your systems and processes, the easier you can land and close deals.

1. **Beginner**-Dubsado
2. **Intermediate**-17 Hats/Honey Book
3. **Advanced**-Propify

MENTORSHIP

Mentorship is foundational both in business and as a military spouse. There are several incredible organizations that provide free mentorship programs just for spouses. Get one or two and keep them close. They will help guide your way. It's always better to have someone who has "been there, done that" to help guide the way and teach you their hard lessons learned.

ACP-American Corporate Partners offers military spouses a free business mentor in almost any

industry.

MSAN-Military Spouse Advocacy Network is a military spouse owned and operated nonprofit focused on peer-to-peer spouse mentoring. Because military life is hard, and not everyone knows what all those acronyms are right? Get a mentor or pay it forward (if you are a seasoned spouse) and sign up to be a mentor.

SCORE-Your local SCORE will also have an amazing array of free local and national business mentors. Be sure to connect with your SCORE chapter and obtain your mentor today.



Come network at the in person
Military Entrepreneur event of the year

**CONNECT WITH ENTREPRENEURS,
LEADERS, AND CREATIVES THAT SHAPE
AND EMPOWER THE MILITARY COMMUNITY.**

Learn from the most innovative minds in
business while networking with like-minded
individuals.

www.militaryinfluencer.com

Shop from Military Family Small Businesses on Amazon

SUPPORT
Military families

Amazon.com/buildyourbusiness





Lead Editor
Rachel Carpenter

Editorial Director
Flossie Hall

Creative Design
Moni Jefferson

Air Force Veteran and Military Spouse, Cover Photo
Cassie Miller

Flossie and Moni would like to thank the entire AMSE Team - without them, none of this would have been possible. Special thanks to our AMSE contributing writers who researched and created valuable content for the guide, and to our AMSE employees who continually help us navigate seamlessly from behind the scenes. And lastly, special thanks to Corey and the entire Stars and Stripes organization for believing in our idea to support military spouse entrepreneurs enough to help bring it to life.

This guide is more than just paper and ink; it is the start to someone's business or a spark to an idea that could change the life of a military spouse and their family. We are beyond grateful and proud to stamp our name alongside yours, and we cannot wait to see the global economic impact this guide is going to have in our military community. AMSE believes that military spouses should have both career and entrepreneur options as a resource on all military installations, and that is what this guide is doing. Sometimes, a start is all that you need. #togetherwise

STARS AND STRIPES

PUBLISHER

MAX D. LEDERER JR.

REVENUE DIRECTOR

SCOTT FOLEY

MULTIMEDIA ADVERTISING, CONSULTANTS

FABRIZIO DANOVA, COREY HENDERSON, GERARD KELLY, JOHN SCOGLIO

ENGAGEMENT DIRECTOR

CHRIS VERIGAN

ENGAGEMENT MANAGER

VIVIAN DANDRIDGE-CHARLES

DIGITAL MARKETING COORDINATOR

ELIZABETH JONES

PUBLISHING & MEDIA DESIGN, DIRECTOR

MARIE WOODS

VISUAL INFORMATION MANAGER

DOUGLAS GILLAM JR

CONTENT DESIGNER

ADDISON TAKATS

VISUAL INFORMATION LEAD SPECIALIST

ELLEN CHEUNG

VISUAL INFORMATION SPECIALIST

AMY WEBB

ADVERTISING OFFICE

633 3rd Street NW Suite 116
Washington, D.C. 20001

Army Family and Morale, Welfare and Recreation aids spouse entrepreneurship



HOME BASED BUSINESS
Build & Enhance
YOUR CAREER



The Army's Family and Morale, Welfare and Recreation program has many resources to help Army spouses with entrepreneur opportunities.

Through FMWR, spouses have access to entrepreneurial planning and preparation resources. One great opportunity for Army spouses is Home Based Businesses available on Army garrisons.

HBB allows families to offer services from their house on post including hairdressing, baking and meal preparation, pet grooming and sitting, massage therapy and car repairs.

HBB owners can get an application at their DFMRW office or online and turn it in to obtain approval from the garrison commander or senior commander.

HBBs is a great way for spouses to develop their careers that can follow them through permanent change of station moves.

An additional option for spouses to work from their home is Family Child Care. FCC is for those who provide more than 10 hours of childcare per week in their home. Care takers must be certified through Child and Youth Services as a FCC provider.

The Army has many tools to offer spouses. For more information visit your local ACS office or www.armymwr.com.

About the U.S. Army Installation Management Command:

We are "the Army's home." Army installations require the same types of programs and services found in any small city. IMCOM manages the day-to-day operations of our Army communities such as emergency response teams, housing, utilities and maintenance,

parks and recreation and childcare. Our professional workforce strives to deliver on the commitment to honor the sacrifice and service of military Families, while enabling readiness for a self-reliant and globally-responsive all-volunteer Army.

To learn more, visit www.army.mil/imcom or www.imcom.army.mil.

Get the news
that matters to you,
from the source you trust.



Daily Headlines | Veterans News | Military History | and more

Sign up now for Stars and Stripes FREE eNewsletters

STARS  STRIPES.

stripes.com/newsletters



In partnership with Stars and Stripes newspaper/AFBENSM we are proud to present the World's first Television and Entertainment platform with a mission to give. The more you subscribe, our military families thrive. A portion of your monthly subscription is given back, directly to the Armed Forces Community (AFC) to empower and improve Family Quality of Life (QoL).

CCFTVSM is AFBEN's superior streaming platform that generates income through our all-inclusive monthly subscription of **\$29.95** in addition to...get this...provide On-the-Spot e-portable job and career opportunities.

WE ♥ ALL MILITARY SPOUSES

If you've ever held the distinguished job title of "Military Spouse" and/or made it a career and have "retired", the AFBENSM Spouse Network team is looking for you. Join us as we lock-arms to live our "best lives" for our families and ourselves!

Contact our Customer Service team to subscribe or inquire about our job and career opportunities at **(202) 704-4929** or email us at **info@afben.com** today!

Military spouses, join us to elevate your financial know-how.



**MilSpouse
Money Mission™**

EDUCATE • EMPOWER • ELEVATE

MilSpouse Money Mission™ is the Department of Defense's primary resource to provide military spouses with the financial education they need to lead their families to stronger financial futures. Visit www.milspousemoneymission.org to explore:



Money Ready – A guide to support you in tackling a variety of financial topics most relevant to your current situation

MilLife Milestones – A resource to help you make smart money moves during life's big moments

Videos – Featuring financial tips and tools by military spouses

Our Blog – Covering the latest money-related topics and issues

Resources – Military support links, financial calculators, quizzes and more

Social Media – Community, support and motivation to live your best financial life



OFFICE OF
**FINANCIAL
READINESS**



www.milspousemoneymission.org

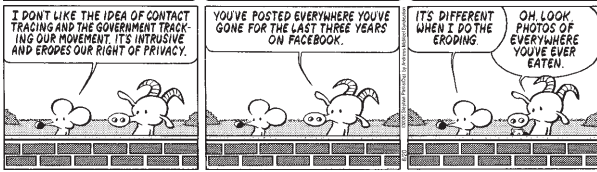
Frazz



Dilbert



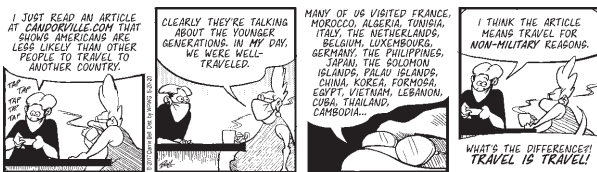
Pearls Before Swine



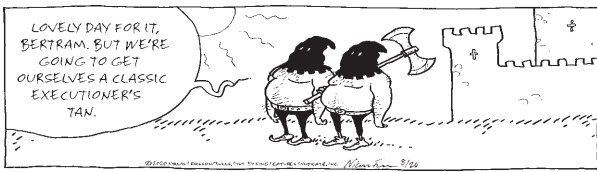
Non Sequitur



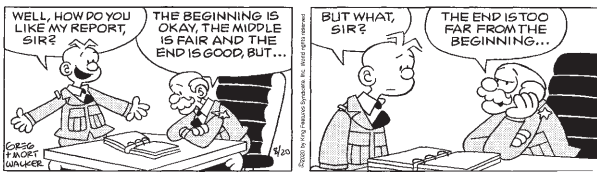
Candorville



Carpe Diem



Beetle Bailey



Bizarro



Eugene Sheffer Crossword

1	2	3		4	5	6	7		8	9	10	11
12				13					14			
15				16					17			
		18					19		20			
21	22				23		24			25	26	27
28					29		30		31			
32				33			34		35		36	
37				38			39		40		41	
				42			43		44		45	
46	47	48					49		50			
51							52		53			54
55							56		57		58	
59							60				61	

ACROSS

- 1 "Ben—"
- 4 Sandwich shop
- 8 Begged
- 12 "Entourage" character
- 13 Algerian port
- 14 Actor's quest
- 15 Parachute parts
- 17 Leer at
- 18 Wee bit
- 19 Ray of light
- 21 Ruffled
- 24 Wire measure
- 25 Cover
- 26 Long time
- 28 Permitted
- 32 Portent
- 34 Court divider
- 36 Viral video, e.g.
- 37 School paper
- 39 Chips go-with
- 41 "Mazel—!"
- 42 Sawbuck
- 44 Sweet-tasting
- 46 Stopped by
- 50 Pestle
- 51 Twistable cookie
- 52 Mind-blowing experience
- 56 One-named supermodel
- 57 Sitarist Shankar
- 58 "As I see it," to a texter

DOWN

- 59 River blockers
- 60 Military group
- 61 Calif. clock setting
- 1 Guffaw syllable
- 2 Swiss canton
- 3 Dangerous currents
- 4 Bit of scribbling
- 5 Mess up
- 6 Young fellows
- 7 "To recap ..."
- 8 Dilemma
- 9 Theater box
- 10 First lady of scat
- 11 Consider
- 16 "East of Eden" brother
- 20 Goose egg
- 21 Drifting ice
- 22 Eyeglass frames
- 23 Thither
- 27 Actor Beatty
- 29 "Calm down!"
- 30 Cupid's specialty
- 31 Tax
- 33 Countries
- 35 McCourt memoir
- 38 Still
- 40 Political guru
- 43 India's first P.M.
- 45 Gangster's gun
- 46 Nullify
- 47 "— la Douce"
- 48 Line of fashion?
- 49 Campus VIP
- 53 Bird (Pref.)
- 54 Online chats, briefly
- 55 Soup cooker

Answer to Previous Puzzle

Z	O		P	E	S	O		M	A	A	M
I	R	V		O	A	R	S		A	I	R
N	E	E		R	U	S	H		O	R	D
C	O	R	O		T		A	O	L		
				H	E	L	D		F	I	L
R	E	D	O	N	I	O	N		N	O	S
E	L	O		D	A	T	E	S		G	A
F	I	L	M		R	E	A	C	H	O	U
S	A	L	A	D		S	T	A	B		
			R	O	E		R	O	Y	A	L
R	O	C	K		O	P	E	R	A		O
A	X	L	E		P	R	O	B		G	I
P	O	E	T		S	E	T	S		A	D

8-20

CRYPTOQUIP

LZMBJP TZJF SBONW XV

RJSZBG YBOOW BW UKZPBH.

LXENMNK, TF XRUHXTN BW

Z VZUN EXKWN ULZJ GNYU.

Yesterday's Cryptoquip: GRUELING THREE-PART OLYMPIC EVENT THAT WAS REVISED TO INCLUDE NO SWIMMING: THE DRY-ATHLON.

Today's Cryptoquip Clue: P equals G

AMERICAN ROUNDUP

Police: Man attacked by group with shovels, rake

MD ANNAPOLIS — Police were investigating a report that a group of assailants emerged from the woods in Maryland's capital city and attacked a man with shovels and a garden rake.

The victim was at a "flea market type event" where multiple vendors were set up in a parking lot in Annapolis when the suspects struck him multiple times with the garden tools, police said in a report.

The man was taken to a hospital after suffering head pain and cuts and abrasions to his arms and hands, The Capital Gazette quoted police department spokesman Q. Dave Stokes as saying.

The victim told investigators he did not recognize the men that allegedly attacked him, Stokes said.

Lincoln park to mark amendment centennial

KY HODGENVILLE — The Abraham Lincoln Birthplace National Historical Park plans to observe the centennial of the 19th Amendment to the U.S. Constitution.

Crews will illuminate the Memorial Building on Aug. 26 in the colors of purple and gold, which were traditionally used by the suffragettes who fought for women's right to vote, the park said in a statement. The evening event is free and open to the public.

People are also encouraged to submit names of individuals who have struggled for equality for a "Freedom Roll Call" that will be read during the event.

Woman walking her dog bitten by a javelina

AZ TUCSON — A Tucson woman was recovering after being bitten by a javelina, authorities said.

Arizona Game and Fish Department officials said the 29-year-old woman was walking her dog in the Catalina Foothills when she saw six javelina, also known as peccary.

One of the javelina charged the unidentified woman and bit one of her thighs, leaving her with a 6-inch gash.

She was treated at a hospital and given a rabies vaccine as a precaution.

Game and Fish officials said javelina don't see well, but they have a strong sense of smell. And when javelinas smell a dog, they interpret it as a coyote and react instinctively.

First plague case in 5 years confirmed

CA SOUTHLAKE/TAHOE — Health officials have confirmed a case of plague at South Lake Tahoe — the first in California in five years.

El Dorado County officials said Monday the California Department of Public Health notified them of the positive test of a resident who is under medical care while recovering at home.



JOHN LOCHER/AP

Heat of the moment

Michael Major rides his bike near the Furnace Creek Visitor Center thermometer Monday in Death Valley National Park, Calif. The thermometer is not official but is a popular photo spot. Death Valley recorded a scorching 130 degrees Sunday, which if the sensors and other conditions check out, would be the hottest Earth has been in more than 89 years and the third-warmest ever measured.

Plague bacteria are most often transmitted by fleas that have acquired it from infected squirrels, chipmunks and other wild rodents. Dogs and cats may also carry plague-infected fleas.

Health officials believe the South Lake Tahoe resident may have been bitten by an infected flea while walking a dog along the Truckee River corridor or in the Tahoe Keys area.

Man convicted of illegal possession of grenades

NH CONCORD — A New Hampshire man was found guilty of possessing hand grenades following a weeklong federal jury trial, the U.S. attorney's office said.

Daniel Musso, 56, of Brentwood, engaged in a series of efforts to obtain ammunition and military weapons and explosives in 2015, prosecutors said. After he told a firearms dealer about it, the FBI arranged for Musso to meet an undercover agent, who told Musso about the hand grenades.

Musso explained that he was part of a group that was seeking to bring forth the "original constitution" and that he and his associates were seeking to obtain military weapons and explosives to "take our country back," prosecutors said. He was arrested in 2016 after he bought four military hand grenades from the undercover agent in Seabrook.

THE CENSUS

\$5M

The approximate value of marijuana state troopers found in a disabled commercial truck in Nebraska. A trooper stopped to help when he saw the truck stopped on the shoulder of I-80 near Cozad, the Nebraska State Patrol said. The trooper later became suspicious and searched the truck, where it was searched. The search turned up nearly 2,300 pounds of marijuana concealed inside cardboard boxes marked as electronics and other items, the patrol said. The driver of the truck, a 33-year-old man from Buckeye, Ariz., was arrested on suspicion of intent to traffic the drugs and having no drug tax stamp.

Motorcyclist survives violent bison attack

SD CUSTER — A motorcyclist survived a violent attack by a bison in the Black Hills of South Dakota, sheriff's officials said.

A bystander's video shows several bikers had stopped while a herd of bison crossed a road in Custer State Park. A 54-year-old Iowa woman got off the motorcycle on which she was a passenger and approached a bison calf, the Custer County Sheriff's Office said.

An adult bison then charged and attacked the woman. The bison cow caught the woman's belt and jeans on its horns and swung her around — violently ripping off her pants before running away, according to the park's visitor services manager Kobee Stalder.

The woman was taken by a

medical helicopter from the scene, Stalder said.

Police seize more than 1 pound of heroin

MO SPRINGFIELD — Police in Springfield seized more than a pound of heroin during a drug bust earlier this month.

Springfield police said that officers were serving a search warrant when they seized 1.24 pounds of the illegal drug, with an estimated street value of about \$85,000. Police and the FBI continue to investigate and no further details were released.

Woman attacked by eagle along lake

MN LUTSEN — A resort lodge employee came to the aid of a woman being at-

tacked by a bald eagle on the North Shore of Lake Superior.

The woman had approached the eagle to get a closer look when it was perched on a fireplace chimney at the Cascade Lodge and Restaurant near Lutsen.

The eagle suddenly attacked the woman and gripped its talons around her leg.

Restaurant chef Bernie Banks saw what happened and sprang into action. He put his chef's jacket over the eagle's head and pulled the bird off the woman and let it go.

Virtual ceremony honors Navajo Code Talkers

AZ WINDOW ROCK — Hundreds of Navajo Code Talkers who helped the Allied forces covertly communicate during World War II were honored in a ceremony last week.

Code Talkers Day is celebrated annually on Aug. 14, the date of the Japanese surrender marking the end of the war. The ceremony was taken online this year because of the pandemic.

Hundreds of Navajos serving in the U.S. Marine Corps transmitted messages using a code based on the Navajo language. The code developed by an original group of 29 Navajos was used to confound Japanese forces. It was never broken. Only a handful of Code Talkers are still alive.

From wire reports

FACES



Baskin of 'Tiger King' among celebs using app to make money

By TRAVIS M. ANDREWS
The Washington Post

Carole Baskin wears her signature flower crown and her husband, Howard, dons a conical birthday hat. They're holding a bottle of Bacardi rum, and they're rapping 50 Cent's "In Da Club," replacing a popular expletive with the word "fudge."

They'd been hired to film a video, performing a hip-hop song of their choice, to wish a happy birthday to a woman named Charlotte.

"Go Charlotte, it's your birthday. We're going to party like it's your birthday. We're gonna sip Bacardi like it's your birthday," they rap, holding up the bottle of rum and then breaking into laughter.

As Baskin explained to The Washington Post two weeks later, "I don't know a whole lot of birthday rap."

Her choice was apt, though — so apt that the video, created through the app Cameo, went viral and reached 50 Cent himself. He posted (and later deleted) the clip on Instagram with the caption, "This song wasn't music it was magic, it went everywhere in the world then never went away everyday is somebody's birthday." Jamie Foxx commented that their performance was "hilarious and legendary all at the same time!"

Yeah, even by the standards of 2020, Baskin's had a strange year.

"Tiger King," the Netflix documentary largely about the contentious relationship between the big cat conservationist and now-imprisoned private zoo owner Joe Exotic, became an enormous hit as the pandemic began and made Baskin a household name. But just as her Big Cat Rescue sanctuary in Tampa became a major tourist destination, the novel coronavirus prevented people from visiting.

In search of income and simply something to do, Baskin downloaded Cameo, which, like "Tiger King," has received a pandemic-assisted boost in popularity. About a month later, people were using the app to pay her \$299 to make 30-second happy birthday videos. Two of the

main pandemic pop culture phenomena, "Tiger King" and Cameo, had converged, a perfect symbol of the perpetual Mad Libs that is the news in 2020.

The concept behind Cameo is simple: Users pay celebrities — Lindsay Lohan, Gilbert Gottfried, Kareem Abdul-Jabbar, Flava Flav, a solid chunk of the cast of "The Office," you name it — to create short, personalized videos about anything. The Saints Happy Hour podcast spent \$500 for New Orleans Saints head coach Sean Payton to insult them.

Co-founder Martin Blencowe, who previously worked as a National Football

Two of the main pandemic pop culture phenomena, "Tiger King" and Cameo, had converged, a perfect symbol of the perpetual Mad Libs that is the news in 2020.

League agent, stumbled upon the idea a few years ago. When one of his buddies became a first-time father, Blencowe asked a member of the Seattle Seahawks to record a short congratulations video.

"It was raw. It was authentic. The guy posted it on Instagram and said it was the best gift he ever got," said another co-founder, Steven Galanis. "Immediately we had the lightbulb moment: 'We should sell this.' Their hypothesis, he added, was that "the selfie was the new autograph."

At first their talent was B-, C- and D-list athletes they just happen to know personally. They found more success when they invited influencers in, especially those from the now-defunct video looping site Vine, where Devon Townsend, the third co-founder, was an early star with more than 1 billion loops. Eventually, Cameo grew by word of mouth among celebrities. Ice-T convinced Snoop Dogg to join.

As of May, the site had sparked 600,000 videos since its founding in 2016 — now there are more than a million.

"People today are more famous than they are rich," Galanis said. "People have these huge followings, but how big your following is and how rich you are aren't necessarily correlated."

Users can pay for a text or video that ranges from about 30 seconds to three minutes, and it's up to the talent to set their own fees. (Cameo takes a 25 percent cut.)

"I started at 59 dollars (per video), but I had to keep raising the price because I was inundated with over 100 requests right away," Baskin said. Eventually, "I settled in at \$299, and that seems to keep the flow at about 30 a day. And I can handle 30 a day."

The app has the added benefit of giving celebrities a bit of hands-on control of their social capital. "Every time they make a Cameo, the person that receives it becomes a super fan. They like them more than they ever loved them before," Galanis said. The recipient, in theory, "becomes a living, breathing billboard for the artist."

And, indeed, Cameo has helped the Baskins capitalize on their "Tiger King" fame, albeit with a bit more control of the message, insofar as they choose which requests to accept and how to carry them out.

"It's a way to communicate who Carole really is," said Howard Baskin. "You know, this very kind, fun sort of person that may correct some other impressions." (The Netflix documentary painted Baskin as a controversial figure for reasons too complicated to delve into here.) Baskin will sort through the asks, which come in the form of a few sentences that sometimes can be "really cryptic."

"I don't know what they're talking about a lot of times. A lot of it seems to be slang or some kind of a personal joke, an inside joke they have with a member of a family or their friends," Baskin said. "I live under a rock. If there's not a cat involved in it, I don't know anything about it."

'Tenet' to screen early at theaters in some US cities

Some U.S. moviegoers will be able to see Christopher Nolan's "Tenet" a few days early. Warner Bros. on Tuesday said that it would be offering early access screenings starting Aug. 31 as a gesture of support to the domestic theaters that are reopening after five months of being closed because of COVID-19.

The \$200 million spy thriller starring John David Washington will open more widely in the U.S. on Sept. 3.

"Tenet" is the first major new Hollywood movie to be released in theaters since most locations shuttered in mid-March. Its arrival could not come soon enough for the ailing theaters, many of which are opening this week without any significant new movies and instead scheduling popular back-catalog films like "The Empire Strikes Back" and "Back to the Future."

Warner Bros. is proud to support our partners in exhibition as they reopen their doors," said Jeff Goldstein, Warner Bros.' president of domestic distribution, in a written statement. "And there could be no better film to welcome audiences back to a true big-screen experience than 'Tenet.'"

"Tenet" will open internationally first, arriving Aug. 26 in more than 70 countries, including Japan, Russia, much of Europe, Australia and Canada.

The film, originally set for a July 17 release, had its premiere postponed several times because of global spikes in COVID-19.

Actor Cuba Gooding Jr. faces new rape accusation

Actor Cuba Gooding Jr. is accused of raping a woman twice in a Manhattan hotel room in 2013, according to a lawsuit that escalates the severity of the growing number of claims against him.

The lawsuit, dated Monday but filed publicly Tuesday in Manhattan federal court, alleged that the Oscar-winning "Jerry Maguire" actor attacked the woman after she met him at a Greenwich Village VIP lounge.

Attorney Mark Heller, who represents the 52-year-old actor, said the "alleged event never took place."

Gooding already faces misdemeanor criminal charges of sexual abuse and forcible contact related to claims women have previously made against him. He has pleaded not guilty to those charges.

State prosecutors say more than two dozen women have made claims against Gooding since allegations first arose.

Other news

■ **Britney Spears** on Tuesday asked a court to keep her father from reasserting the broad control over her life and career that he has had for most of the past 12 years. In documents filed by her court-appointed lawyer that give a rare public airing to the wishes of the 38-year-old pop superstar, she asked that her father not return to the role of conservator of her person, which gave him power over her major life decisions from 2008 until 2019, when he temporarily stepped aside, citing health problems. The documents also reveal that Spears has no plans to perform anytime soon.

■ **New York Gov. Andrew Cuomo**, who has gained a national following through his management of the coronavirus pandemic, is writing a book about his experiences so far, and includes leadership advice. Crown announced Tuesday that Cuomo's "American Crisis" will be released Oct. 13.

■ **Crowd-funder** who starred in the Academy Award-winning film "Charlots of Fire" and "Star Trek," died Tuesday in Vienna after a short illness. He was 72.

Top: Carole Baskin of "Tiger King" fame is recording about 30 videos a day for fans who request them through the app Cameo.

STACY WITTMAN/For The Washington Post

From The Associated Press

STARS AND STRIPES®

Max D. Lederer Jr., Publisher
Lt. Col. Marci Hoffman, Europe commander
Lt. Col. Richard McClintic, Pacific commander
Caroline E. Miller, Europe Business Operations
Joshua M. Lashbrook, Pacific Chief of Staff

EDITORIAL

Terry Leonard, Editor
leonard.terry@stripes.com
Robert H. Reid, Senior Managing Editor
reid.robert@stripes.com
Tina Croley, Managing Editor for Content
croley.tina@stripes.com
Sean Moores, Managing Editor for Presentation
moore.sean@stripes.com
Joe Gromelski, Managing Editor for Digital
gromelski.joe@stripes.com

BUREAU STAFF

Europe/Bideast

Erin Slavik, Europe & Midwest Bureau Chief
slavik.erin@stripes.com
+49(0)611.3615.9350, DSN (314)583.9350

Pacific

Aaron Kidd, Pacific Bureau Chief
kidd.aaron@stripes.com
+81.42.552.2511 ext. 88380, DSN (315)227.7380

Washington

Joseph Caccioli, Washington Bureau Chief
caccioli.joseph@stripes.com
(+1)202.886-0033
Brian Bowers, Assistant Managing Editor, News
bowers.brian@stripes.com

CIRCULATION

Robert Reisman, Midwest Circulation Manager
robert.reisman.na@gmail.com
xscirculation@stripes.com
DSN (314)583-9111

Europe

Karen Lewis, Community Engagement Manager
lewis.karen@stripes.com
+49(0)611.3615.9090, DSN (314)583.9090

Pacific

Mari Mori, Customer Help@stripes.com
+81-3 6385.3171; DSN (315)227.7333

CONTACT US

Washington

tel.: (+1)202.886.0003
633 3rd St. NW, Suite 116, Washington, DC 20001-3050

Reader letters

letters@stripes.com

Additional contacts

stripes.com/contacts

OMBUDSMAN

Ernie Gates

The Stars and Stripes ombudsman protects the free flow of news and information, reporting any attempts by the military or other authorities to undermine the newspaper's independence. The ombudsman also responds to concerns and questions from readers, and monitors coverage for fairness, accuracy, timeliness and balance. The ombudsman welcomes comments from readers, and can be contacted by email at ombudsman@stripes.com, or by phone at 202.886.0003.

Stars and Stripes (USPS 0417900) is published weekly, except Dec. 25 and Jan. 1 for 50 cent Monday through Thursday and for \$1 on Friday by Pacific Stars and Stripes, Unit 45002, APO SF 96301-5002. Periodicals postage paid at San Francisco, CA. Postmaster: Send address changes to Pacific Stars and Stripes, Unit 45002, APO SF 96301-5002.

This newspaper is authorized by the Department of Defense for members of the military services overseas. However, the contents of Stars and Stripes are unofficial, and are not to be considered as the official views of, or endorsed by, the U.S. government. As a DOD newspaper, Stars and Stripes may be distributed through official channels and use appropriated funds for distribution to remote locations where overseas DOD personnel are located.

The appearance of advertising in this publication does not constitute endorsement by the Department of Defense or Stars and Stripes of the products or services advertised. Products or services advertised shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor of the purchaser, user or patron.

© Stars and Stripes 2020

stripes.com

OPINION

What I want to hear from Biden on the pandemic

By LEANA S. WEN
Special to The Washington Post

As the Democratic National Convention goes on this week, I want to hear more about former Vice President Joe Biden's plans for COVID-19. But I don't want to know what he would do if he were president today; I want to know what he would do in January if things are as bad as they look like they could be.

The situation is bleak in the United States now, but it could be exponentially worse come the fall and winter. "Twindemics" of influenza and COVID-19 could result in the deadliest winter in living memory. Hospitals, already stretched to capacity by the flu, could exceed their ability to treat the critically ill. Death rates could escalate as the economy could worsen, and schools could all be closed with no path to reopening. As millions more become infected, COVID-19 "long-haulers" could grow in number, with potentially hundreds of thousands of people living with long-term effects such as lung damage, kidney failure and debilitating fatigue.

All this is a worst-case scenario, but it is far from implausible. Biden's campaign website presents a thoughtful and detailed response to COVID-19 that is incomparably better than President Donald Trump's actions to date. I still have some unanswered questions. Most important: How would Biden describe the national strategy? Would the new president call for a full, six-week lockdown to suppress COVID-19 infections? Or does he think that a targeted approach — closing indoor bars and restaurants and requiring masks — is more realistic?

With either strategy, there's the question of how he will get people behind him, given

the polarization that will surely be worse after a bruising election. Let's say he calls for a national lockdown. Given our federal system, he can't carry one out on his own. Perhaps the country is in such dire straits that people would follow his lead. More likely, some governors wouldn't agree. They may even resist instructions to shutter certain businesses. And there's the real question of whether Americans will comply with directives from a new president, after nearly a year of hearing mixed messages from their leaders.

Biden has called for restoring the public's trust by having scientists and doctors lead the public health response. In March, Americans could well have abided by a European-style shutdown and achieved similar results. But now that trust has been eroded, it will be difficult to reestablish.

There's also the matter of the private sector. Biden has talked about activating the Defense Production Act to secure needed reagents and supplies for tests. Doing that early on in the pandemic is one thing. But in the absence of a national testing strategy, there are now many different companies, supported by a variety of philanthropies and investors, working to ramp up their own products. Biden has proposed a national board to oversee testing. Will this board expand on what's already in place or will it ask various groups to stop piecemeal efforts and aim for one coordinated "moonshot"?

Similarly, as a new administration examines where the United States is on vaccine development, it might well find efficiencies that can come from nationalizing production and distribution. To what extent would the federal government take over this work and ask pharmaceutical companies to pivot to a new national plan?

With proper planning, college campuses can reopen

By JOSEPH E. AOUN
Special to The Washington Post

Communities across the country are watching closely, in these late-summer weeks, as universities decide whether to welcome students back to campus — or to reverse their reopening decisions based on the current state of the COVID-19 pandemic.

At Northeastern University, we announced in May our intention to reopen, after consulting with epidemiologists, biologists and network scientists on our faculty. Their work convinced us that bringing students back the university would be crucial — not because the COVID-19 virus isn't a serious, highly transmissible threat, but because it is.

The pandemic, we realized, is going to be endemic: an ongoing threat to manage, not a brief blip in history, cleanly wiped out by a miracle vaccine. The science will take time. But we have no choice.

To imagine that we can return to our prior sense of normal at the start of this new semester — or even the start of the next academic year in fall 2021 — feels increasingly like wishful thinking. Even if the rosiest prediction of a successful vaccine by the winter comes true, epidemiologists say it will mark just the start of an eradication effort, not the endpoint.

Manufacturing enough doses to vaccinate the entire country, let alone the world, will take many months. A recent national survey shows that just 62% of Americans would accept a vaccine — below the 70% that most experts say is the minimum needed to achieve herd immunity. And we don't yet know the strength and duration of the immunity that will be conferred, mak-

ing it likely that the world will experience COVID-19 outbreaks, albeit at lower levels, for years.

This will likely make COVID-19 at least a four- to five-year problem, epidemiologists say. Pausing in-person education that long would be devastating to colleges and their students. And even a one-year delay would be a substantial challenge. It would disproportionately hurt low-income students who spent the spring continuing their studies online, without adequate technology, sometimes in overcrowded and even traumatic living conditions. And it would impair universities' ability to discover solutions that would make the world safer — from this pandemic, and from ones that are yet to come.

Once we decided to reopen Northeastern, we had to figure out how to do so. The reopening plan's core principle, we decided, would be safeguarding the health and safety of our campus community and nearby neighborhoods. The planning would need to be far more comprehensive than hybrid classrooms, coronavirus testing and take-out meals.

The plans hinge on developing a large-scale operation for regular COVID-19 testing that does not rely on the chokepoint of commercial testing labs. As a research university, we have the space and expertise to administer and process thousands of tests each day, with the 24-hour turnaround time that is necessary to get an accurate snapshot of community health. We are using all of the tools at our disposal to ensure that students, faculty and staff are tested regularly, even if they are asymptomatic. And we have comprehensive tracing and quarantining protocols in place, so

I'd also like to hear more about the help that will be needed for those who survive COVID-19. Biden has said that patients seeking care for the new coronavirus shouldn't have to pay. Does this extend to those suffering long-term health consequences — will they receive health care with no co-pays in perpetuity? What is his plan to pay for this, and for the potentially large increase in individuals who will be seeking disability assistance?

Let's not forget about mental health. I'm looking to hear an acknowledgment of how COVID-19 has already worsened existing mental health disparities. Addiction, too, is a disease of isolation. A recent study found that a shocking 40% of American adults are experiencing a mental health or substance-use condition. One in 10 seriously considered suicide in the preceding 30 days. By January, it won't be enough to say that we need to have more behavioral health treatment as important as that is. How will a new president treat a sickness on top of a sickness — one that could, by then, affect more than half the country?

Last week, Biden made headlines when he announced that he'd impose a three-month mask mandate. If that were implemented today, it would make a big difference in curbing the spread of the coronavirus. By January, such a mandate will probably be nowhere near sufficient. A President Biden would be leading a nation in profound health, economic and social crisis. He needs to rally the American people with a plan that anticipates the extraordinary challenges in the months and years ahead.

Leana S. Wen is an emergency physician and visiting professor at George Washington University Milken Institute School of Public Health. Previously, she served as Baltimore's health commissioner.

we can contain an outbreak quickly and effectively.

Other needed changes: improving airflow systems, instituting a continuous cleaning and sanitizing regimen, and reducing density in residence halls and classrooms.

Fostering a community culture of mask-wearing, physical distancing and personal hygiene is essential, and that requires instilling faith in students. At Northeastern, extensive surveys, focus groups and monitoring of social media make it clear that our students want to return to campus, and stay. Their parents want them here, too. That gives students a powerful incentive to mask up and act responsibly.

Regardless of whether colleges invite students back, they might be returning anyway. Across the country thousands of students limited to taking classes online this fall are nevertheless crowding into off-campus apartments, often without the protection of testing and behavior protocols. Campuswide testing programs will have a positive effect beyond the campus, helping to contain and control the spread of the virus in the neighborhoods where students live.

The decision to reopen is high-stakes, and hardly simple. Every university has different circumstances to contend with. Other nations in Europe and Asia have given us a blueprint to manage COVID-19 effectively and not just muddle through, waiting for a vaccine to come to the rescue.

Universities need to take control of the virus — and show our communities how to do the same.

Joseph E. Aoun is president of Northeastern University in Boston.

OPINION

The Democratic convention: It is what it isn't

By KATHLEEN PARKER

Washington Post Writers Group

THE GRANDFATHER MOUNTAIN, N.C. The first night of the virtual Democratic National Convention, led by a "Desperate Housewives" actress and punctuated with virtual speakers and taped conversations with "real Americans," was, in spite of all that, boring.

Yes, it was moving and emotional at times, if also contrived and maudlin. We learned nothing new, but after so many Democratic debates and primaries, what's left to know? Only that, should you need the reminder, everything from police brutality to the coronavirus pandemic is George W. Bush's fault.

Oh, sorry, wrong tape. I meant Donald Trump's fault. If a bird dies in the jaws of a cat, it's Trump's fault.

I don't like the man. At all. You can ask him. But he didn't kill George Floyd, and he didn't create the pandemic. What is true is that he made a bad virus worse by not taking it seriously. We look to our commanders in chief to keep us safe; he dropped that ball in a big way, and the price for that move, given all the cases and deaths, may be his presidency. But the only thing I dislike more than a circus ringmaster running my country is ringmaster, emotion-mining propaganda.

After watching as much of the convention as I could before losing consciousness, I realized two things:

First, I was invited by the backdrops. Hats with earflaps off to Vermont Sen. Bernie Sanders for delivering his speech in front of a wall of chopped firewood. I confess my eyes wandered in search of an ax and, perhaps, a gnome hidden somewhere

between the logs.

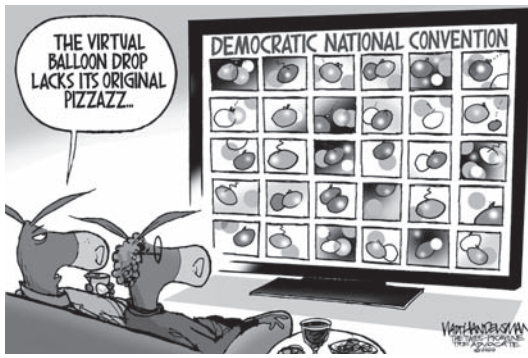
And, more important: you can't do a convention without applause. You need people, passion and, most important, presence. Eva Longoria Bastón did a remarkably good job of emcee-ing the event — perhaps only an actress could pull off a fake convention — but speeches that should have been spellbinding fell flat when pre-recorded.

Michelle Obama's speech, while well-produced and delivered, was both more and less than she likely hoped. She's electric in person, but speaking as a remote figure, she couldn't quite transcend the medium. An obvious omission — never mentioning vice-presidential pick California Sen. Kamala Harris — became a distraction. Obama taped her speech before Harris was named and, thus, missed the opportunity to review and tout Harris' long list of firsts.

Other actresses were slated to serve as docents on subsequent nights, leading up to Joe Biden's acceptance speech — live from Wilmington, Del. — on Thursday. I suspect there is a fair amount of dread about Thursday night given the potential for a sunset moment. For all his service and capability, dear, sweet Joe isn't what he used to be, no matter how much we wish to ignore it.

A brutal attack ad approved by Trump and released Monday takes advantage of Biden's awkward pauses, juxtaposing a fierce and commanding Biden four years ago with a temporarily lost Biden more recently as he searches for words. It feels wrong to even watch.

Still, such moments invite consideration of a virtual presidency: could he win in November. Given present circumstances — and our surprisingly facile adaptation to all things virtual since the pandemic



hit — it is entirely conceivable that we are seeing how a Biden administration could conduct itself. Others could run the executive branch from behind the digital curtain, with Biden making only periodic and carefully managed virtual appearances. It is worth watching the coming nights with this possibility in mind. I am guessing that White House reporters, most of them anyway, would relish the chance to get behind the scenes of that arrangement. The days of concealing any president's shortcomings went out of fashion long ago.

Trump, meanwhile, has doubtless tuned his multiple, wall-mounted TV screens in the White House residence to convention coverage and has been busy taking notes. The celebrity-showman will have noticed

the dearth of applause, the dour countenances of speakers, and the prevailing tone of sadness and despair. He will dial up all the ironies, all the contradictions, all the MAGA-ness he can muster, pouring all that he has left into his version of a virtual convention. For Trump, it will be about the applause, passion, presence — and the ratings. Always, the ratings. A television show without a live audience? What is the point?

Although details are scant about the Republican convention next week, Trump is likely consulting with the NBA about how to fill seats with live-streaming fans to create the semblance of a crowd reacting and cheering in real time. No one would be surprised if he also added a laugh track.

Military reasons to celebrate the Israel-UAE deal

By JAMES STAVRIDS

Bloomberg Opinion

LAST week, Israel and the United Arab Emirates announced a deal. The Arab state would formally recognize Israel in exchange for Israel halting annexation of Palestinian territory in the West Bank. This followed a public invitation by the UAE ambassador to Washington, Yusef al-Otaiba, a highly respected diplomat and a good friend of mine.

The ambassador laid out the deal in clear, respectful language. The Trump administration helped coordinate the details, building on work that presidential adviser Jared Kushner has been facilitating as part of the larger (and thus far unsuccessful) push for an overall peace deal. Reflecting earlier work by the Bush and Obama administrations to bring the Arab and Israeli sides together, it is an important bipartisan step toward Israeli-Arab rapprochement that may in time bear significant fruit.

Throughout my tenure as supreme allied commander of NATO, I came to know Israel well. I became particularly close to the head of the Israeli Defense Forces, Lt. Gen. Gabi Ashkenazi, and his deputy commander, then-Maj. Gen. Benny Gantz. Both remain important figures in Israeli politics. Indeed, the first phone call I made upon the UAE and Israel, on Sunday, was conducted by Ashkenazi and his counterpart in the UAE, Gen. Gantz, who went on to command the IDF, is now alternate prime minister in a shaky coalition with Benjamin Netanyahu. Benny (as even junior officers called him when he wore stars on his

Above all, the deal is worrisome to Iran, because it reflects the Arab world's growing recognition of Persian Iran's long-term threat: its growing population and its persistent campaign to consolidate influence in Syria, parts of Iraq and other the Shiite Arab states.

shoulder) is also the minister of defense.

The influence of these two pragmatic former military leaders is obvious in the new arrangement with the UAE. Gantz has emerged as a centrist voice for cooperation with the Arabs, negotiation with the Palestinians, alignment with the U.S. and NATO, and above all the creation of real deterrence against Iran. Both Gabi and Benny understand Iran's lethal threat to Israel — a key impetus for this move to come closer to the Arab Gulf states.

Indeed, for the past decade, both generals have been quiet advocates of cooperation with Arab countries, including not only traditional partners Jordan and Egypt but also the UAE, Oman and, most importantly, Saudi Arabia. When I visited the Saudi Kingdom last year, I found enthusiasm for Israeli partnership. Both the UAE and Saudi Arabia have already cooperated with Israel on missile defense, intelligence sharing, reconnaissance (both airborne and at sea) and cyber security.

Not everyone is thrilled about the deal. The Palestinians feel, as usual, not sufficiently consulted nor appreciated for their long suffering at the hands of Israel. They have rejected the agreement as an elec-

tion-year "stab in the back," and pointed out that Netanyahu says the promise to stop annexations is "temporary." They see it as a break in the wall of Gulf Arab solidarity against formal relations with Israel.

On this, they are correct. Given the lack of demonstrations by the "Arab street," other Israel recognition deals may soon follow — first by Bahrain and Oman, and eventually Saudi Arabia.

Above all, the deal is worrisome to Iran, because it reflects the Arab world's growing recognition of Persian Iran's long-term threat: its growing population and its persistent campaign to consolidate influence in Syria, parts of Iraq and other the Shiite Arab states. Especially if the remaining Gulf Arab states join the UAE in recognizing Israel, the potential for anti-Iranian military and intelligence activity will grow significantly. The new coalition could create advanced early warning systems against Iranian missiles; a connected command and control network for missile defense; naval operations in the Red Sea, northern Indian Ocean and Arabian Gulf; shared military technology; and a regular exchange of intelligence.

Three forces will determine whether

this turns out to be a momentary flash of optimism that fails to bring broader strategic outcomes or usher in a new era of Israeli-Arab cooperation. The first is domestic politics in Israel, already teetering on the shaky governing coalition of Netanyahu and Gantz. If Israeli conservative pressure pushes Netanyahu to resume annexations, the humiliation for the UAE would hinder further activity.

A second factor will be Iran's response — dramatic actions by the Persians would consolidate Arab antipathy, potentially leading to more recognitions.

And finally, U.S. influence will play a role. Whether Joe Biden becomes president or Donald Trump remains in office, the U.S. will probably do what it can to move this initiative forward. But Biden, unlike Trump, might put more emphasis on renewing a deal with Iran.

However this spins out, the current deal is a positive development for Israel, the UAE and the U.S. in a tactical sense. When I visited Israel as NATO commander, I was privileged to spend time and exchange books with former President Shimon Peres. The last time I visited him before he died, he gave me a biography he'd written of Prime Minister David Ben-Gurion, in which he wrote, "We should use our imagination more than our memory." A broader Israeli-Arab alignment is a leap of imagination that benefits both sides, the U.S. and the region.

James Stavridis is a Bloomberg Opinion columnist. He is a retired U.S. Navy admiral and former supreme allied commander of NATO, and dean emeritus of the Fletcher School of Law and Diplomacy at Tufts University.

NHL

Scoreboard

Stanley Cup playoffs

FIRST ROUND

Best-of-seven; 2-1 necessary

EASTERN CONFERENCE

At Toronto

(1) Philadelphia 1, (6) Montreal 1
Philadelphia 2, Montreal 1
Montreal 5, Philadelphia 0
Philadelphia 1, Montreal 0

Tuesday: Philadelphia 2, Montreal 0

Wednesday: Game 5

x-Sunday: Game 7

(2) Tampa Bay 3, (7) Columbus 1

Tampa Bay 3, Columbus 2, 5OT

Columbus 2, Tampa Bay 1

Tampa Bay 3, Columbus 2

Tampa Bay 2, Columbus 1

x-Friday: Game 6

Wednesday: Game 7

(6) N.Y. Islanders 3, (3) Washington 1

N.Y. Islanders 4, Washington 2

N.Y. Islanders 5, Washington 2

Washington 2, N.Y. Islanders 0T

Tuesday: Washington 3, N.Y. Islanders 2

Thursday: Game 5

x-Saturday: Game 6

x-Sunday: Game 7

(3) Boston 3, (5) Carolina 1

Boston 4, Carolina 3, 2OT

Boston 3, Carolina 2

Boston 4, Carolina 3

Wednesday: Game 5

x-Thursday: Game 6

x-Sunday: Game 7

WESTERN CONFERENCE

At Edmonton, Alberta

(1) Las Vegas 4, (6) Chicago 1

Vegas 4, Chicago 1

Vegas 4, Chicago 3, OT

Vegas 2, Chicago 1

Chicago 3, Las Vegas 1

Thursday: Vegas 4, Chicago 3

(2) Colorado 3, (7) Arizona 1

Colorado 3, Arizona 2

Colorado 4, Arizona 2

Colorado 7, Arizona 1

Wednesday: Game 5

x-Friday: Game 6

x-Sunday: Game 7

(3) Dallas 3, (6) Calgary 2

Calgary 3, Dallas 2

Dallas 5, Calgary 4

Calgary 2, Dallas 0

Dallas 5, Calgary 4, OT

Tuesday: Dallas 2, Calgary 1

Thursday: Game 6

x-Saturday: Game 7

(5) Vancouver 2, (4) St. Louis 2

Vancouver 5, St. Louis 2

Vancouver 4, St. Louis 3, OT

St. Louis 3, Vancouver 2, OT

St. Louis 2, Vancouver 1

Wednesday: Game 5

Friday: Game 6

x-Sunday: Game 7

Tuesday

Capitals 3, Islanders 2

Washington 0 2 1-3

N.Y. Islanders 2 0 0-2

First Period—1, N.Y. Islanders, Pageau

4 (Cizikas, Mayfield), 3:50. 2, N.Y. Islanders, 4 (Lecuyer, Glick, Glick), 5:16.

Second Period—3, Washington, Kuznetsov, 1:01

4 (Hollis, Carlson), 3:35.

4, Washington, Ovechkin 3 (Carlson, Kuznetsov), 5:29 (pp).

Third Period—Washington, Ovechkin 4 (Orlov), 2:40.

5, Washington, Ovechkin 4 (Orlov), 2:40.

29, N.Y. Islanders 13:7-6-26.

Power-play opportunities—Washington 1 of 5; N.Y. Islanders 0 of 5.

Goals—Washington, Holby 2-3-2 (26 shots-25 saves); N.Y. Islanders, Varlamov 6-2-0 (29-26).

T-2:29.



FRANK GUNN, THE CANADIAN PRESS/AP

The puck flies past the head of Montreal Canadiens goaltender Carey Price for a Philadelphia Flyers goal Tuesday during the first period of Game 4 of their playoff series in Toronto.

Flyers 2, Canadiens 0

Philadelphia 1 1 0-2

Montreal 0 0 0-2

First Period—1, Philadelphia, Raffl 2

(Voracek, Couturier), 6:32.

Second Period—2, Philadelphia, Myers

2 (Hayes, Konecny), 17:04.

Shots on Goal—Philadelphia, 10-5-7

22, Montreal 7-10-12-29.

Power-play opportunities—Philadel-

phia 0 of 3; Montreal 0 of 2.

Goals—Philadelphia, Hart 5-1-0 (29

shots-20 saves), Montreal, Price 4-4-0

(22-20).

T-2:22.

Stars 2, Flames 1

Calgary 1 0 0-1

Dallas 1 0 1-2

First Period—1, Dallas, Benn 2 (Seguin),

10:13 (pp), 2, Calgary, Backlund 4, 16:40.

Third Period—3, Dallas, Klingberg 1

(Jarmark, 1:12).

Shots on Goal—Calgary 7-7-15-29.

Dallas 14-12-6-32.

Power-play opportunities—Calgary 0

of 4; Dallas 0 of 2.

Goals—Calgary, Talbot 5-3-1 (32

shots-20 saves), Dallas, Khudobin 3-3-0

(25-28).

T-2:21.

Knights 4, Blackhawks 3

Chicago 1 1 0-3

Vegas 1 2 1-4

First Period—1, Chicago, Toews 5

(Saad, Kubalik), 10:32. 2, Chicago, DeBrin-

catt 2 (Strome, Murphy), 18:15. 3, Vegas,

Paciorek 1 (McAvoy, Karlsson), 19:26.

Second Period—4, Vegas, Stone 4

(Paciorek, Karlsson), 0:57. 5, Chicago, Kane

2 (Capuella), 4:02. 6, Vegas, Martinez 1

(Schmidt, Smith), 7:28 (pp).

Third Period—7, Vegas, Tuch 4 (Theodore,

Marchessault), 1:54.

Shots on Goal—Chicago 10-9-7-26.

Vegas 13-11-39.

Power-play opportunities—Chicago 0

of 1; Vegas 1 of 1.

Goals—Chicago, Crawford 4-4-1 (39

shots-35 saves), Vegas, Lehner 5-1-0 (26-23).

T-2:21.



NATHAN DENETTE, THE CANADIAN PRESS/AP

Washington Capitals right wing T.J. Oshie, bottom, eyes the loose puck in front of New York Islanders goaltender Semmy Varlamov during the second period of Game 4 of their first-round playoff series Tuesday in Toronto. Washington won 3-2.

Golden Knights battle back, oust Blackhawks

Associated Press

EDMONTON, Alberta — Facing an early deficit, the Vegas Golden Knights were sparked by their stars, setting the stage for Alex Tuch to send the top seeds in the Western Conference into the next round of the Stanley Cup playoffs.

Tuch scored the tiebreaking goal 1:34 into the third period, and the Golden Knights rallied from an early two-goal deficit to eliminate the Chicago Blackhawks with a 4-3 win in Game 5 of their first-round playoff series on Tuesday night.

Vegas became the first team in the playoffs to advance to the conference semifinals. The Golden Knights will face the lowest remaining seed in the next round.

"We were glad to get it over with tonight because they weren't going away quietly," Vegas coach Peter DeBoer said. "They made us earn it. It was a hard-fought hockey game. We got in that hole early and I just like how we've responded to adversity when it's appeared during this playoff."

Max Pacioretty scored in the closing seconds of the first period and Mark Stone scored less than a minute into the second as the Golden Knights quickly erased Chicago's early 2-0 advantage. Alec Martinez scored on a power play midway through the second period after Patrick Kane had given the Blackhawks a 3-2 lead.

Robin Lehner made 23 saves, including a couple of big stops in the closing seconds, and improved to 8-1 since being acquired by Vegas from Chicago back in February.

Lehner had an emotional trip through the handshake line with his former teammates.



JASON FRANZON, THE CANADIAN PRESS/AP

The Vegas Golden Knights' Alex Tuch, left, and the Chicago Blackhawks' Olii Maatta scrap Tuesday during the second period of Game 5 of their first-round playoff series in Edmonton, Alberta.

"It felt really nice for me to close this out because it's a bit weird playing your old teams, especially that group," Lehner said. "That's a hell of a group. They treated me really well, got a lot of friends on that team, all love for that organization."

The Blackhawks' unlikely postseason run came to an end despite controlling most of the first period. Jonathan Toews scored his

fifth of the postseason and Alex DeBrincat scored at 18:19 of the first to give Chicago a 2-0 lead.

Corey Crawford, who made 48 saves in a masterful Game 4 performance to keep the Blackhawks alive, made 35 saves in Game 5. But Crawford couldn't withstand a continued onslaught of pressure by the Golden Knights, capped by Tuch's goal.

the second round of the playoffs since 2012, made the Stanley Cup Final since 2010 or won it all since 1975.

It's the fifth time in NHL history a goalie had back-to-back postseason shutouts before age 23 and the first since Felix Potvin in 1994.

Montreal's Carey Price finished with 20 saves.

Stars 2, Flames 1: At Edmonton, Alberta, John Klingberg scored his first goal since the NHL's restart early in the third period, and Dallas held on to take a 3-2 lead in the Western Conference playoff series.

Jamie Benn and Tyler Seguin teamed up for the first goal for the Stars, who can reach the conference semifinals for the second straight year with a victory in Game 6 on Thursday. It's been 19 years since the Stars won playoff series in consecutive seasons.

Mikael Backlund scored for Calgary.

Roundup

Associated Press

TORONTO — After his team gave up two goals less than halfway through the first period, Washington coach Todd Rierden called a timeout. The Capitals started playing better right after, turning the tide with a big penalty kill and some big saves.

Alex Ovechkin scored twice, including the go-ahead goal early in the third period, as Washington rallied from two goals down to beat the New York Islanders 3-2 Tuesday night and avoid a sweep in their first-round series.

"I started to see it in the second half of the first period," Rierden said. "We started to impose our will a little bit and tilt the ice in our favor by getting some offensive zone shifts. That's mandatory for us to have success as a team."

Evgeny Kuznetsov also scored for the Capitals and Braden Holtby stopped 24

shots. Washington won for the second time in seven postseason games, going 1-1-1 in round-robin play in the qualifying round to fall to the No. 3 seed in the Eastern Conference, and then losing the first three games against the Islanders.

"Any comeback is exciting but I think it's more the way we played in the second and third periods," Holtby said. "I think that's the key to our ability to come back and win the series. If we play every period like that, it's going to be really, really hard to beat us. ... Our job now is to make sure that filers over in the next game."

Flyers 2, Canadiens 0: At Toronto, Carter Hart stopped 29 shots for his second straight shutout, Michael Raffl and Phil Myers each scored and Philadelphia took a 3-1 lead in the Eastern Conference playoff series.

The Flyers, who had a chance to wrap up the series Wednesday, haven't advanced to

MLB SCOREBOARD

American League

East Division	W	L	Pct	GB
New York	16	7	.696	
Miami	12	11	.522	4
Baltimore	9	11	.450	5½
Toronto	8	11	.419	6
West Division				
Minnesota	14	9	.609	1½
Cleveland	14	9	.609	1½
Chicago	12	10	.545	3
Detroit	9	12	.429	5½
Kansas City	14	14	.500	8

Blue Jays 8, Orioles 7 (10)

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Cubs 6, Cardinals 3

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Nationals 8, Braves 5

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Dodgers 2, Mariners 1

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Padres 6, Rangers 4

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Indians 6, Pirates 3 (10)

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

White Sox 10, Tigers 3

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Twins 4, Brewers 3 (12)

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Yankees 10, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Phillies 13, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Twins 4, Brewers 3 (12)

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Yankees 10, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Phillies 13, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Twins 4, Brewers 3 (12)

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Yankees 10, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Phillies 13, Red Sox 6

East Division	W	L	Pct	GB
Atlanta	14	11	.560	
Philadelphia	9	9	.500	1½
New York	10	10	.500	1½
Washington	12	12	.500	3
West Division				
Chicago	15	6	.682	
Milwaukee	10	11	.476	4½
Cincinnati	9	11	.450	5
Pittsburgh	10	11	.476	4½
West Division				
Los Angeles	18	7	.720	
Colorado	10	10	.500	4
Arizona	13	11	.545	4½
San Diego	10	11	.476	5
San Francisco	9	16	.360	9

Twins 4, Brewers 3 (12)

Thielbar	1	0	0	0	0	0
Alcala W,1-0	2	1	0	0	1	1

Maeda pitched to 1 batter in the 9th.
HBP—Phelps (Kepler). WP—Burnes(2).
T—4:28.

MLB

Maeda no-hit bid ends in 9th, Twins win in 12

Associated Press

MINNEAPOLIS — With his move to Minnesota, Kenta Maeda welcomed the opportunity to be a full-time starter and finally be done dabbling in the bullpen.

His capability and durability were on display Tuesday night.

Maeda lost a no-hitter in the ninth inning for the Twins, who blew a three-run lead but came back to beat the Milwaukee Brewers 4-3 in 12 innings.

"He was in total control. He's showing us all of the different dimensions to what he can do out on the mound," Twins manager Rocco Baldelli said. "Even for people who are in baseball, to watch a performance like that does put you a little bit in awe."

Maeda's no-hit bid ended on Eric Sogard's soft single that soared just over the glove of leaping shortstop Jorge Polanco. Maeda set a club record with eight consecutive strikeouts and finished the game with 12 punchouts on 115 pitches — the most thrown by any pitcher in baseball this season and the most in Maeda's five-year major league career since arriving from Japan.

"In my days back in Japan, it's

normal for me to throw this many pitches per outing. But then again, it's been a while since the last time I pitched in Japan, so I'm kind of tired today," Maeda said.

Byron Buxton helped salvage his gem. Buxton slid headfirst into home on a slow roller against a five-man infield in the 12th for the winning run. Jorge Polanco poked the grounder past David Phelps (2-2), and second baseman Luis Urias fielded the ball cleanly but couldn't send it home in time to beat Buxton, who was charging from third after opening the inning as Minnesota's automatic runner at second.

"I still think on a regular ground ball we have a chance to throw him out," Brewers manager Craig Counsell said.

Sogard's hit gave them a chance.

"We knew we were still in the game. We needed baserunners," Sogard said. "He was throwing the ball great."

Said Twins catcher Alex Avila: "I've seen a lot of no-hitters broken up that way with broken-bat hits and stuff like that. It's heart-breaking at times, but he was incredible today."



Jim Mone/AP

Minnesota Twins pitcher Kenta Maeda of Japan had a no-hitter going into the ninth, but the Twins blew a three-run lead before defeating the Milwaukee Brewers in 12 innings Tuesday in Minneapolis.

Roundup

Nats use 17-hit attack, defense to down Braves

Associated Press

ATLANTA — Victor Robles denied a homer with a brilliant catch above the center-field wall and Washington bounced back from a stunning loss to beat Atlanta 8-5 Tuesday night.

With every starter contributing to a 17-hit attack and Eric Thames driving in three runs, the Nationals also overcame a 5-2 deficit with a four-run fifth inning.

Freddie Freeman homered for the Braves, and Austin Riley could've had one in the fifth if not for Robles.

Tyler Matzek (2-2) surrendered six hits and four runs — and committed a throwing error — while recording only a single out.

Adam Eaton, Juan Soto and Yan Gomes all had RBI singles off Matzek before Thames drove in the go-ahead run with a hard grounder to first.

Wander Suero (1-0) earned the win with that big assist from Robles. Daniel Hudson held on for his fifth save.

Rays 6, Yankees 3: Brandon Lowe homered for the fifth time in six games, Austin Meadows also connected, and Tampa Bay won at AL East-leading New York.

Second-place Tampa Bay cut its deficit to 1½ games in the opener of this three-game set. The Rays have won four of five in the season series.

Luke Voit hit his third homer in two days and Gary Sanchez also went deep, but the Yankees ended a six-game winning streak and



CURTIS COMPTON, ATLANTA JOURNAL-CONSTITUTION/AP

Washington Nationals center fielder Victor Robles robs the Atlanta Braves' Austin Riley of a home run during the fifth inning of the Nationals' 8-5 win Tuesday night in Atlanta.

dropped to 10-1 at Yankee Stadium this season.

Cubs 6, Cardinals 3: Yu Darvish pitched six effective innings in his fourth straight win, and banged-up Chicago beat visiting St. Louis.

Darvish allowed one run and eight hits while improving to 4-0 with a 1.04 ERA since he struggled in his first start of the season July 25 against Milwaukee — matching his career-best winning streak. He struck out seven and walked one.

Dodgers 2, Mariners 1: Corey Seager singled home Austin Barnes with the tiebreaking run in the eighth inning and host Los Angeles beat Seattle for its seventh consecutive victory.

Barnes scored both runs for the Dodgers, who improved to an NL-best 18-7 and sent the Mariners to their seventh straight defeat.

Indians 6, Pirates 3 (10): Carlos Santana hit a towering, three-run homer in the 10th inning and drove in five runs to lift Cleveland to a win at Pittsburgh.

With one out and the score tied at 3, Santana's drive sailed high over the foul pole and landed at the top of the left-field rafter at PNC Park. The Pirates argued that the ball had curved foul, but the umpire's call stood.

Padres 6, Rangers 4: Wil Myers hit a first-inning grand slam and San Diego, with Fernando Tatis Jr. again leading the charge, won at Texas.

Jurickson Profar added a two-run homer against his former team and five Padres relievers combined for six scoreless innings to close out the victory.

Phillies 13, Red Sox 6: Bryce Harper hit a three-run homer during a seven-run sixth inning and Philadelphia came from behind to crush host Boston and send it to its ninth consecutive loss.

Rhys Hoskins, Phil Gosselin and Jay Bruce also homered for the Phillies, who fell behind 3-0 and still trailed 4-2 before sending nine batters to the plate with two outs in the sixth — getting seven hits and a walk before Colten Brewer, Boston's third pitcher in the inning, struck out Jay Bruce to end it.

Mets 9, Marlins 3: Brandon Nimmo had three hits and two RBIs, leading New York to its second straight win at Miami.

Nimmo went 3-for-5 and finished a double shot of hitting for the cycle. He hit the first of three solo homers for the Mets, who had four home runs on Monday. The team has scored 19 runs in its last two games.

White Sox 10, Tigers 4: Tim Anderson welcomed pitching prospect Tarik Skubal to the majors with a leadoff homer, and host Chicago beat Detroit for its third straight win.

Anderson homered leading off the first for the second straight night and finished with four hits and three RBIs.

Astros 2, Rockies 1 (11): Myles Straw's RBI single with one out in the 11th inning lifted his team over visiting Colorado and extended Houston's winning streak to a season-high six games.

The back-and-forth finish came after the teams were scoreless going into extra innings, highlighted by splendid performances from starters Zack Greinke and Antonio Senzate.

Giants 8, Angels 2: Mike Yastrzemski and Pablo Sandoval homered, and San Francisco snapped a five-game losing streak with a win at Los Angeles.

Yastrzemski hit his first lead-off homer when he drove Dylan Bundy's fastball into the right-field stands four pitches into the game.

Diamondbacks 10, Athletics 1: Nick Ahmed homered and had five RBIs, Luke Weaver pitched five effective innings and host Arizona stretched its winning streak to six games with a win over Oakland.

Blue Jays 8, Orioles 7 (10): Travis Shaw scored on a throwing error in the 10th inning, and Toronto won at Baltimore after blowing a four-run lead.

COLLEGE FOOTBALL/INDY 500



ANDY NELSON, THE (EUGENE, ORE.) REGISTER-GUARD/TNS

Oregon fans won't be packed into Autzen Stadium this fall since the Pac-12 has postponed the season.

Feeling the pinch

College towns will suffer without football

BY MICHAEL SASSO, READE PICKERT,
OLIVIA ROCKEMAN AND STEVE MATTHEWS

Bloomberg News

It's hard to overstate the importance of football to America's college towns.

So far, two of America's so-called Power Five athletic conferences — the Big Ten and Pac-12 — have nixed their fall football seasons over coronavirus worries, although they're considering restarting in the spring. The Atlantic Coast Conference, Southeastern Conference and Big 12 all plan to move forward, but it's not clear how many people will be allowed into stadiums or if the season will continue if players fall ill.

"Empty stadiums, regardless of whether there is a season, are going to be devastating to the small college towns," said University of Mississippi economist Joshua Hendrickson, in Oxford, where the SEC's Ole Miss is still deliberating over how to handle fans.

"A lot of businesses on the square in Oxford make their year during football weekends," he said.

Fall Saturdays are usually gangbusters at Fraser's Pub, where fans saddle up with a brew and some spicy cheese curds a mile or so from Ann Arbor's Michigan Stadium, where more than 107,000 people can cheer on the Michigan Wolverines.

This year, though, owner Ron Sartori is sweating the loss of the football games, called off when the Big Ten athletic conference postponed the fall season. Fraser's sales surge up to 150% on home-game days and even 50% for away games, as fans cluster together around the big-screen TVs.

Economists say the loss of a big swath of the college game won't significantly hit the U.S.'s roughly \$21 trillion economy, even if big TV networks stand to lose a sizable chunk of the \$1.2 billion in ad revenue the season usually generates.

The effects will be starker in small college towns like Iowa City, Iowa, and State College, Pa., where Saturday tailgate parties by alumni are among the year's biggest draws.

State College's Beaver Stadium, home to Penn State's Nittany Lions, can swell to more than 106,000 on game days — or more than double the population of the surrounding city. Football alone accounts for an estimated 8-9% of all visitor spending in the county each year, as fans start showing up as early

DID YOU KNOW?

State College, Pa., can swell to more than 106,000 on game days during football season — more than double the population of the surrounding city. Football alone accounts for an estimated 8-9% of all visitor spending.

SOURCE: Bloomberg News

as Wednesdays for the weekend game, said Fritz Smith, chief executive of the Happy Valley Adventure Bureau, the area's tourism promotion agency.

That won't happen this year since Penn State, as part of the Big Ten, is delaying its season.

In Eugene, Ore., home to the Ducks of the University of Oregon, hotels during football season are usually full and require a two-night minimum booking, said Brett Rauber, general manager of Campbell House Inn, which is a mile from the Ducks' Autzen Stadium. But the school is part of the Pac-12, so fall football is out this year.

Overall, visitor spending associated with football added anywhere from \$45 million to \$100 million a year to the economies of State College and Eugene, as well as Lincoln, Neb., home to the University of Nebraska Cornhuskers, according to economists and tourism officials in each city. That loss may get absorbed relatively painlessly in bigger college towns with diversified economies like Columbus, Ohio, home to the Buckeyes and a population of 900,000. It's more painful in places such as Ann Arbor.

"We depend on the big months to offset the summer and the winter when the students are gone," said Adam Lowenstein, owner of Good Time Charley's, an institution on the doorstep of the University of Michigan that's been around since 1979.

"We need April and September to make up for December, February and July and August," he said. "And without those times, we're not a profitable business."

For now, civic leaders are doing what they can to help small businesses make it through the next several months of dreary football-free Saturdays. The Iowa City Downtown District, a nonprofit merchant association, recently started a gift-card program redeemable at local businesses and is considering a home delivery service, executive director Nancy Bird said.

Once: Rumors swirling about Kanaan's return

FROM BACK PAGE

By the numbers

17

Number of races driver Tony Kanaan has won in the IndyCar Series.

1

Number of IndyCar Series championships Kanaan has won, in 2004.

317

Number of consecutive starts in the IndyCar Series for Kanaan, a series record.

SOURCE: Associated Press

money together to fund five races, all on ovals, all with different primary sponsors. Kanaan's final two races this season are now scheduled for next week in metro St. Louis.

But shortly after arriving at the Brickyard's historic 2.5-mile track, the first August race in the event's storied history, rumors started swirling about Kanaan's potential 500 return next season. Then after spending the past week driving around empty grandstands, walking around an empty Gasoline Alley, seeing the wide-open infield and hearing the cries from his fans, Kanaan clarified his intentions.

"I definitely don't think I should do my last 500 this way," Kanaan said. "I will do everything I can to get back. I definitely want to come back and it is not going to be a full season, 100%. Certainly there's going to be one race or five races or five ovals."

But even Kanaan understands how difficult the journey could be for a 17-time race winner, a former series champion and a record 317 consecutive IndyCar starts on his résumé.

Finding sponsorship money is always rough and after an unprecedented economic collapse caused by the pandemic, next season could pose even greater fiscal challenges for the series, its teams and the companies who keep them running.

It might prove even more difficult to convince businesses to stick with a 45-year-old veteran who is winless in his last 86 starts. Plus, Kanaan doesn't want to block opportunities for a promising group of young IndyCar drivers, either.

And the 2021 schedule is already starting to fill up, too.

Kanaan quickly accepted an invitation to compete in Tony Stewart's new racing league, Superstar Racing Experience.

The league — spearheaded by Stewart, a three-time Cup champion and the 1997 IndyCar champ, NASCAR Hall of Fame crew chief Ray Evernham, agent

Sandy Montag and former NASCAR COO George Payne, plans to run six short-track races on dirt, paved ovals and road courses next year. Twelve drivers will compete, randomly paired with a crew chief for two 45-minute heats. There will be no pit stops.

"I'm excited," the 2004 IndyCar champion said. "One thing I told Ray, I definitely could commit (regardless) whatever happened here. When I announced in February I knew for certain I was not going to become a full-time IndyCar driver ever again. I mean even if an opportunity presents here, it was going to be part-time anyway. I said, 'Great, just make sure you don't book a race in May.'"

AP auto racing writer Jenna Fryer also contributed to this report.



MICHAEL CONROY/AP

Brazil's Tony Kanaan celebrates winning the Indianapolis 500 by pouring the winner's milk over his head on May 26, 2013 at Indianapolis Motor Speedway in Indianapolis.

NBA

Scoreboard

NBA playoffs

All games in Lake Buena Vista, Fla.

FIRST ROUND

(Best-of-seven; x if necessary)

Eastern Conference

Orlando 1, Milwaukee 0

Tuesday: Orlando 122, Milwaukee 110

Thursday: Game 2

Saturday: Game 3

Monday: Game 4

x-Tuesday, Aug. 25: Game 5

x-Wednesday, Aug. 26: Game 6

x-Sunday, Aug. 30: Game 7

Toronto 1, Brooklyn 0

Toronto 134, Brooklyn 110

Wednesday: Game 2

Friday: Game 3

Sunday: Game 4

x-Tuesday, Aug. 25: Game 5

x-Thursday, Aug. 27: Game 6

x-Saturday, Aug. 29: Game 7

Boston 1, Philadelphia 0

Boston 109, Philadelphia 101

Wednesday: Game 2

Friday: Game 3

Sunday: Game 4

x-Tuesday, Aug. 25: Game 5

x-Thursday, Aug. 27: Game 6

x-Saturday, Aug. 29: Game 7

Miami 1, Indiana 0

Tuesday: Miami 113, Indiana 101

Thursday: Game 2

Saturday: Game 3

Monday: Game 4

x-Wednesday, Aug. 26: Game 5

x-Friday, Aug. 28: Game 6

x-Sunday, Aug. 30: Game 7

Western Conference

Portland 1, L.A. Lakers 0

Tuesday: Portland 100, L.A. Lakers 93

Thursday: Game 2

Saturday: Game 3

Monday: Game 4

x-Wednesday, Aug. 26: Game 5

x-Friday, Aug. 28: Game 6

x-Sunday, Aug. 30: Game 7

L.A. Clippers 1, Dallas 0

Monday: L.A. Clippers 118, Dallas 110

Wednesday: Game 2

Friday: Game 3

Sunday: Game 4

x-Tuesday, Aug. 25: Game 5

x-Thursday, Aug. 27: Game 6

x-Saturday, Aug. 29: Game 7

Los Angeles 1, Oklahoma City 0

Tuesday: Houston 123, Oklahoma City 110

Thursday: Game 2

Saturday: Game 3

Monday: Game 4

x-Wednesday, Aug. 26: Game 5

x-Friday, Aug. 28: Game 6

x-Sunday, Aug. 30: Game 7

Tuesday

Trail Blazers 100, Lakers 93

PORTLAND — Anthony 3-11 3-4 11, G. 3-11 3-4 11, Nurkic 4-11 7-16, Lillard 4-11 7-16, McCollum 8-20 4-21, Trent Jr. 2-8 0-0 5, Hezonja 2-2 2-2, Whiteside 4-4 1-7, Tatum 31-29 25-33 109.

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Portland 31-29 25-33 109

L.A. LAKERS — Davis 8-24 12-17 28, James 9-20 4-7 23, McGee 3-5 0-0 6, Caldwell-Pope 0-1 0-7, Green 4-12 0-10, Kuzma 5-14 3-4 14, Morris 2-2 0-1 5, Howard 2-5 0-0 4, Caruso 1-6 0-0 2, Waiters 0-0 0-0 0. Totals 34-97 20-31 93.

Roundup

Heat roll past Pacers

Associated Press

Jimmy Butler scored 28 points, Goran Dragic had 24 and the Miami Heat beat the Indiana Pacers 113-101 in the opener of their Eastern Conference first-round series.

The Heat pulled away in the closing minutes, long after the Heat had lost star guard Victor Oladipo to an eye injury.

Bam Adebayo had 17 points, 10 rebounds and six assists for Miami, which was just a little bit better in a mostly even matchup between the Nos. 4 and 5 seeds, who were separated by a game in the standings in this pandemic-short season.

T.J. Warren and Malcolm

Brogdon scored 22 points apace for the Pacers, who will try to even the series on Thursday.

Rockets 123, Thunder 108:

James Harden had 37 points and 11 rebounds, and Houston rolled past Oklahoma City in Game 1 of their first-round Western Conference playoff series.

Ron Allen-Star Russell Westbrook, who played his previous 11 years with the Thunder, was out with a quad injury.

Fourth-seeded Houston still made 20 three-pointers and shot 48% from the field. Jeff Green scored 22 points and Eric Gordon added 21.

Dan Gallinari matched a playoff career high with 29 points for fifth-seeded Oklahoma City.

1-5, Caruso 0-3, Caldwell-Pope 0-5, Davis 0-3, Foulaid Out — None. Rebounds — Portland 50 (Nurkic 15), L.A. Lakers 35 (James 17), Assists — Portland 18 (Anthony, Lillard 5), L.A. Lakers 22 (James 16). Total Fouls — Portland 28, L.A. Lakers 23.

Rockets 123, Thunder 108

OKLAHOMA CITY — Ferguson 2-3 0-0 6, Gallinari 9-17 9-9 29, Adams 7-13 3-6 17, Gilgeous-Alexander 2-8 4-4 9, Paul 7-14 3-4 20, Burton 0-0 0-0 0, Diallo 2-6 2-7 7, Nader 0-1 0-0 0, Noel 1-3 0-2 0, Robinson 0-1 0-0 0, Muscala 1-0 0-3 3, Bazley 3-5 0-0 9, Schroder 3-12 0-0 6. Totals 37-84 21-25 108.

HOUSTON — House Jr. 4-8 0-0 9, Tucker 4-9 0-11, Covington 1-6 0-0 3, Gordon 7-17 5-5 21, Harden 12-22 7-8 37, Cabocelo 1-1 0-0 2, Carroll 0-1 0-0 0, Green 8-12 3-4 22, Frazier 0-0 0-0 0, McLemore 5-8 0-0 14, Rivers 1-5 2-2 4. Totals 43-89 17-19 123.

Oklahoma City 29 32 31 25-108

Houston 28 40 36 19-123

Three-Point Goals — Oklahoma City 13-35 (Bazley 3-4, Paul 3-8, Ferguson 2-3, Gallinari 2-5, Gilgeous-Alexander 1-3, Diallo 1-4, Schroder 0-5), Houston 20-52 (Harden 6-13, McLemore 4-7, Green 3-7, Tucker 3-6, Gordon 2-6, House Jr. 1-4, Covington 1-5, Rivers 0-2). Fouled Out — None. Rebounds — Oklahoma City 46 (Adams 12), Houston 36 (Harden 11), Assists — Oklahoma City 22 (Paul 9), Houston 25 (House Jr. 5). Total Fouls — Oklahoma City 20, Houston 26.

Heat 113, Pacers 101

MIAMI — Butler 8-15 10-12 28, Crowder 3-6 0-0 8, Adebayo 7-14 3-4 17, Dragic 9-19 2-2 24, Robinson 2-0 0-1 6, Olynyk 2-4 0-0 5, Igoudala 3-4 0-0 4, Jones Jr. 2-3 1-2 6, Herro 5-9 4-10 23. Totals 48-81 20-25 113.

INDIANA — A-Holiday 3-5 2-2 9, Warren 9-18 0-22, Turner 4-11 1-2 9, Brogdon 6-18 9-12 22, Oladipo 0-2 4-4 4, McDermott 4-4 0-0 3, Sampson 5-6 0-0 10, J.Holiday 4-0 0-11, McConnell 2-4 1-2 5, Sumner 2-4 2-2 6. Totals 36-76 19-22 101.

Indiana 25 25 32-113

Miami 31 28 28-101

Three-Point Goals — Miami 13-35 (Dragic 4-9, Butler 2-2, Crowder 2-5, Robinson 2-8, Jones Jr. 1-2, Olynyk 1-3, Herro 1-5), Indiana 10-24 (Warren 4-10, Turner 3-3, Brogdon 1-4, Turner 0-3). Fouled Out — None. Rebounds — Miami 35 (Adebayo 10), Indiana 37 (Turner 9), Assists — Miami 22 (Adebayo 6), Indiana 22 (Brogdon 10). Total Fouls — Miami 17, Indiana 23.

Magic 122, Bucks 101

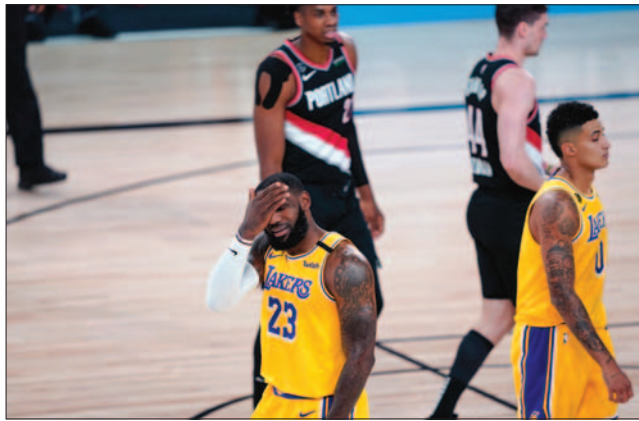
ORLANDO — Clark 4-12 2-3 15, Ennis 13-5 3-3 31, Vucevic 15-24 0-35, Fountain 8-9 3-9 21, Fultz 6-11 2-5 15, Smith 2-2 2-2 4, Iwundu 2-3 0-1 4, Ross 7-13 4-18, Austin 3-11 4-4 11. Totals 44-89 18-19 122.

MILWAUKEE — Giannis 12-25 4-9 31, Middleton 4-12 4-6 14, B Lopez 2-2 1-5, Bledsoe 5-11 4-5 15, Williams 2-4 0-6 0-10, Korver 2-3 1-1 6, Matthews 2-4 0-6 0-10, Dincenzo 1-6 0-2 1, Hill 5-9 4-5 16, Mason 0-0 0-0 0. Totals 39-90 18-28 101.

Orlando 25 29 30-122

Milwaukee 23 29 27-101

Three-Point Goals — Orlando 16-41 (Vucevic 5-8, Clark 4-12, Fultz 3-9, Ennis 13-23, Austin 1-4, Fultz 1-4, Ross 0-5), Milwaukee 14-42 (Giannis 12-25, Korver 2-3, Hill 2-4, Matthews 2-4, Williams 2-4, Middleton 2-4, Dincenzo 1-4, Bledsoe 1-4). Fouled Out — None. Rebounds — Orlando 48 (Vucevic 14), Milwaukee 47 (Giannis 12), Assists — Orlando 28 (Austin 11), Milwaukee 28 (Giannis 11). Total Fouls — Orlando 26, Milwaukee 19.



ASHLEY LANDIS/AP

Los Angeles Lakers forward LeBron James, front left, had 23 points, 17 rebounds and 16 assists, the first 20-15-15 game in NBA playoff history, but Portland won 100-93 Tuesday in Lake Buena Vista, Fla.

Top seeds tumble in openers

No. 8 seeds Magic, Trail Blazers take Bucks, Lakers in shockers

BY BRIAN MAHONEY

Associated Press

LAKE BUENA VISTA, Fla. — First it was Giannis Antetokounmpo and the Bucks, unable to call upon what was one of the best defenses in the league.

Then came LeBron James and the Lakers, clanging three-pointers off the rim to provide a steady sound in a mostly empty gym.

These NBA playoffs already promised to be the most challenging yet. They got a little tougher Tuesday for the league's top teams.

Milwaukee and Los Angeles lost their playoff opponents, the first time both conference No. 1 seeds have been beaten by the No. 8s to start their postseasons since 2003.

So good for most of the season, the top seeds are having trouble in the bubble.

There's no home-court advantage to lose in this postseason at Walt Disney World, making it

SPORTS



Top seeds drop openers

Bucks, Lakers lose Game 1 of playoff series » **NBA, Page 47**



INDY 500

Once more around?



Kanaan hoping for another farewell tour

By MICHAEL MAROT
Associated Press

INDIANAPOLIS

Tony Kanaan wanted to celebrate this season with his longtime, loyal fans.

The COVID-19 pandemic changed everything. Suddenly, races were being postponed or canceled, schedules were being revised and race organizers could only sell a limited percentage of tickets — if any at all.

Now with Kanaan qualified 23rd for Sunday's Indianapolis 500, the popular Brazilian is plotting a sequel to his "Last Lap" season, one that appears to be taking him to new venues and multiple series.

"I don't change my mind very often," Kanaan said. "But this isn't how I planned it. Personally,

'This isn't how I planned it. ... You can't go out like this. It's just not right.'

Tony Kanaan
IndyCar driver
on his final
season before
retiring

I feel the same way about Jimmie Johnson in NASCAR. You can't go out like this. It's just not right."

The truth is, Kanaan never intended to ride off into the sunset after this season.

Instead, he used the January announcement to say only that he was "stepping back a bit" from racing after ABC Supply, a longtime sponsor for A.J. Foyt Racing, said it would scale back on its funding for the No. 14 car.

Initially, the plan was to run one race — the 500. But Foyt and

IndyCar officials managed to scrape enough
SEE ONCE ON PAGE 46

Brazil's Tony Kanaan had planned on making this season his last on the IndyCar circuit. Then the pandemic happened. Now, Kanaan's not so sure he wants his final season to be in front of empty stands.

MICHAEL CONROY, ABOVE, AND CHARLIE NEUBERGALL, LEFT/AP

Maeda carries no-hitter into ninth inning

MLB, Page 45

Golden Knights finish off Blackhawks

NHL, Page 43

